

The Nile Basin Initiative (NBI)
Shared Vision Program (SVP) Confidence Building and
Stakeholder Involvement (CBSI) Project
December 2009

CBSI PROJECT COMPLETION REPORT

Project Management Unit (PMU)
December 2009, Entebbe, Uganda.

This is an account of the accomplishments of the Nile Basin Initiative Confidence Building and Stakeholder Involvement project implemented regionally in the basin 2004 - 2009

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(ii). List of Abbreviations

AfDB	African Development Bank
CBO	Community Based Organization
CBSI	Confidence Building and Stakeholder Involvement
CIDA	Canadian International Development Agency
DL	Distance Learning
DRC	Democratic Republic of Congo
ENSAP	Eastern Nile Subsidiary Action Program
ENTRO	Eastern Nile Technical Regional Office
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GoB	Government of Burundi
GoE	Government of Egypt
GoK	Government of Kenya
GoS	Government of Sudan
GoT	Government of Tanzania
GoU	Government of Uganda
HR	Human Resources
LFA	Logical Framework Analysis
MDGs	Millennium Development Goals
NBI	Nile Basin Initiative
NBTF	Nile Basin Trust Fund
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
NEL-CU	Nile Equatorial Lakes Coordination Unit
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
Nile-COM	Council of Ministers of Water Affairs in Nile Basin States
Nile-SEC	Nile Basin Initiative Secretariat
Nile-TAC	Nile Basin Initiative Technical Advisory Committee
PMF	Performance Measurement Framework
PMU	Project Management Unit
PSC	Project Steering Committee
SAP	Subsidiary Action Program (NBI)
SVP	Shared Vision Program (NBI)
ToRs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
UNOPS	United Nations Office for Project Services
WB	World Bank
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

0. Basic Project Data

Project Name & No.:	Confidence Building and Stakeholder Involvement PO 75948;
Project Partners:	EU, CIDA (Canada)
Project Stakeholders:	Governmental and nongovernmental stakeholders in Burundi, D.R. Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda; international nongovernmental organizations
Project Duration:	Six years: (actual implementation period 2004– 2009)
Project Budget:	US\$ 15 million (11.56 NBTF, 3.44 NBI Governments)
Project Location:	CBSI PMU is hosted by Nile–Sec in Entebbe, Uganda, 9 Country Offices and two sub–regional offices based at the Subsidiary Action Programs (SAPs) in Addis Ababa, Ethiopia, and Kigali, Rwanda.

1. Background

1.1. Project Context and Rationale

Confidence Building and Stakeholders' Involvement (CBSI) project has been a unique undertaking by the Nile Basin Initiative (NBI). During the design period CBSI Project underwent several stages of a consultative and learning process. The initial design focused on a limited communication Project to address public information needs. At Appraisal stages by the World Bank team, the Pre-Appraisal Mission in early 2002, confidence building and stakeholder involvement were viewed necessary to entrench public ownership and support for the NBI. Subsequently the Project Implementation Plan (PIP) and Project Appraisal Document (PAD) were produced in December 2003. The Development Objectives of CBSI as initially formulated were to:

- Develop full confidence in regional cooperation under the NBI
- Ensure full stakeholder involvement in the NBI and its projects.

These Objectives and associated Key Performance Indicators and Critical Assumptions, were later reviewed and fine tuned to the realities on the ground in the basin.

1.2. Revised Project Objectives and Key Expected Results

Upon the recruitment of the CBSI Regional Project Manager in late 2004, in collaboration with the Task Team Leader from the World Bank, the 2003 PAD was reviewed and a revised PAD was compiled in January 2005.

The Project Goal and Development Objectives were further refined in 2007 in the context of the adoption by NBI of a revised Results Based Monitoring and Evaluation System (RBS). This process defined the NBI results chain. Though CBSI had substantial contribution towards all Outcomes in the NBI Results Chain, the revised CBSI Logframe (**Appendix 4**) adopted as Project Goal one specific overall NBI Short-Term Outcome:

“Increased communication, trust, involvement, and cooperation among NB governments and populations.”

Three Objectives, with their respective Outcomes, Outputs and Activities, were derived from the Goal. By pursuing the Objectives, the CBSI Project spearhead efforts of the wider NBI family to achieve wider NBI results related to the short term outcomes in the area of Stakeholder engagement (participation and communication). The project consisted of four components:

While all the revisions took place in the project life it broadly maintained its core components as in the initial design. These were:

- I. Regional, Sub-Regional and National Implementation and Facilitation,
- II. Public Information and Development Communication,
- III. Stakeholder Involvement and,
- IV. The Confidence Building Component.

As envisaged during the design the Project targeted key stakeholders including: Governmental stakeholders; NB Civil Society; Private Business; Community- and Faith-Based Organizations; Local Communities; Development Partners and International Civil Society Organizations.

1.3 Project Milestones

- Project was officially launched the Nile Basin Initiative Secretariat in Uganda in September 2005.
- First Project Steering Committee (PSC) meeting in September 2005.
- By June 2006 recruitment of all staff was completed. Effective implementation of the project thus started in 2006.
- CBSI Project Steering Committee (PSC) approved inclusion of representatives of civil society in their Committee in 2005.
- In October 2006 MOU with the Nile Basin Discourse, NBD, was signed. In 2007, CBSI, NBD and the Country Water Partnerships of GWP in NB countries

formed an alliance to advocate for and establish an NBI Public Consultations Framework.

- In mid 2006, the NBI adopted the Results-Based Management System (RBS). CBSI revised its Project Logframe per RBS.
- The CBSI Project Mid Term review was carried out in March 2007. The MTR recommended the extension of Project up to 31 December 2008, with Phase II activities covering the period January–December 2009, and project closing by June 30, 2010.
- In October 2008, the NBI launched the NBI Institutional Strengthening Project (ISP). Component Four of ISP, Public Participation and Development Communication, was designed to ensure sustainability of CBSI functions after project closure. Consultations are underway to ensure sustainability of CBSI functions at country level (the3 phasing was however revised and closing date reviewed to December 2009).

2. Implementation

2.1. Implementation Set-up and Operations.

The set-up for the implementation of the project comprised of a Project Management Unit (PMU) in Entebbe, Uganda. The PMU had the overall function of Regional Administration and Management of the project. The PMU was supported by Sub-regional (SAP) and National staff for implementation. A Project Steering Committee composed of 2 members from each of the NBI countries (1 from Government and 1 from Civil Society) had the overall responsibility for strategic guidance and oversight.

2.2. Summary of Project Implementation

The centralized structure of the project where the PMU had the leading role in decision making probably was not the best suited for a regional project that was implemented nationally. All centers were challenged with the capacity to cope with the demands of the activities and the disbursement procedures. This resulted in delays in implementation of activities. The disbursement processes required segregation of duties that was not possible with the limited number of staff. The most affected was the PMU and the Country Offices. Envisaged support in the design form the Secretariat where the PMU was based did not work well, if anything, the project ended up providing more support to the Secretariat (Project Procurement Officer doubled as the Secretariat Procumbent person).

3. Challenges and their Resolution

To implement activities in all the three project component areas viz., stakeholders involvement, confidence building, development communication required professional staff in each of them, which was impossible to meet. PMU staff provided guidance through coaching and mentoring, however due to the time demands on staff at the PMU there was a slow rate of adoption.

Coordination with other SVP projects at national levels was a CBSI additional task, which mandate sometimes was questioned. National Coordination meetings were facilitated by project staff but due to lack of mandate staff were seen as self imposed prefects.

Management of the Confidence Building Draw-Down Fund (CBDF) did not work out as expected since efforts to adhere to the procedures as spelt out in the PAD proved impossible to meet. By the time this was resolved there was no time for implementation. The fund would have worked well had it been designed as a grant.

Administration, finance and procurement activity was a big problem. Several layers in the process slowed disbursement. This coupled with system changes during implementation added work load to staff. One standard system for the entire project life is more proffered.

Awareness on NBI created by the project also had unexpected results: raised expectations for quick and immediate delivery of tangible benefits. Project brought in development communication to help manage expectations.

Frequent changes in Technical Advisory Committee (TAC) members in most of the countries caused constraints on the momentum in implementation of activities. Induction to new member led to loss of time as staff developed new working relationships.

3.1 Project Reviews/Evaluations

Two types of reviews were undertaken:

- **Internal Reviews :-**
 - a. Project staff held quarterly reflection meetings in which implementation progress was reviewed and experiences exchanged and inputted into work plans.
 - b. Bi-annual Project Steering Committee Meeting reviewed project implementation against work-plans and budgets. Meetings provided opportunity to lobby for more support and commitments from NBI Governments.

- **Internal Review Missions**

Supervision Missions conducted by the World Bank on behalf of the Development Partners were also used for reflections on the project implementation. Project Mid-Term review was held in March 2007, and coincided with the time when NBI was transiting to the Results Based Management System; the review team confirmed that the new Project logframe under this system complied with the initial project logframe in the project PAD. Mid-Term review results recommended the scaling down of regional activities and laid emphasis on national activities, which was fully implemented by the project.

- **Opinion Survey**

In order to develop a more in-depth understanding of key stakeholders' perceptions of key issues related to the NBI, a primarily qualitative assessment was conducted with opinion leaders in 8 NBI countries. Findings from the study helped in guiding subsequent NBI communication, outreach and programmatic strategies. The results helped identify: key priorities of individual countries/region and overall attitudes toward NBI; stakeholders' overall receptivity to and attitudes toward a regional framework/overarching organization related to the Nile; key issues, benefits, messages, etc. to build support for regionalization; optimal strategies for meaningful outreach/communications .

4. Description and Evaluation of Project Achievements

Following the RBS, CBSI results are described and evaluated against planned three objectives and associated outcomes

Objective 1: Enhanced mutual trust among NB governments and populations fostered. Outcomes included: increased support to NBI by NB nongovernmental stakeholders; enhanced mutual knowledge and understanding among NB populations; enhanced image of NBI in NB countries.

Results: A key outcome have been:

- The growing understanding and acceptance by NB governmental and non-governmental actors that the Nile water resources are *shared resources*.
- Stakeholders (governmental and non-governmental alike) in downstream countries have tended to show increased appreciation of the water needs of upstream countries. Furthermore, there is growing realization that the sustainability of the Nile resources depends upon *trans-boundary cooperative* management and development.
- All NBI governments have been actively advocating for increased NBI cooperation *in their public pronouncements*. Important government and non-

governmental stakeholder have made *calls and support* for deepening and broadening the cooperation.

- In the SAPs Eastern Nile governments have been *sharing project-related data and information*.
- There has been growing coverage in riparian countries' print and broadcast media pertaining to NBI events and themes.
- *NBI alliances* with Nile Basin Discourse (NBD) and the Nile Media Network (NMN) have been consolidated. Managing expectations has been a challenge and is likely to remain so for the foreseeable future.

Objective 2: Enhanced public ownership of the NBI. Outcomes included: increased support to NBI by NB nongovernmental stakeholders; oriented and canvassed key governmental and nongovernmental stakeholders for engagement with NBI; institutionalized public consultations on, and stakeholder involvement in, NBI processes.

Results:

- Sustained effort has been made to make the NBI, which is an inter-governmental organization, **as inclusive and participatory** as possible. CBSI has **canvassed a range of stakeholders** with interest in and ability to exert influence on future evolution of the NBI cooperation processes. CBSI has engaged over 11,000 persons directly by organizing targeted focused and general workshops, seminars, meetings and similar platforms.
- CBSI has expanded space to engage a **range of stakeholders** including: diplomats, political parties, central, regional and local authorities, opinion makers, etc who proved to be valuable sources of support. In order to make these gains sustainable
- CBSI has also taken initiatives to *institutionalize public participation* in NBI processes: an NBI draft strategy for public participation (framework) has been developed

Objective 3: Improved and inclusive participatory planning, management and development of water and water-related resources in NBI projects. Expected outcomes: Increased integration of socio-development issues in NBI project planning; formulated strategies, elaborated policies and built capacities for social development and gender mainstreaming in the NBI

Results:

- Water and water-related resources development program and project planning has **been increasingly informed by key social development concerns and best practices** including stakeholder participation and social safeguards, gender mainstreaming, poverty alleviation, equity, social cohesion. This has been facilitated by robust development communication.
- **Capacities** of key SAP water resource professionals and decision makers in these dimensions have been extensively **built**. In short social development has been **mainstreamed**.
- Put in place a mechanism for Gender Mainstreaming in NBI. Gender Strategies at the SAPs and the NBI Gender Policy under development.

5. Contribution to the NBI vision

CBSI has made appreciable contribution to the realization of the NBI vision. It has thus supported the emergence of *Nile-Basin wide* appreciation for cooperation which, though incipient, nevertheless laid pressure on riparian countries, governments and non-governmental actors alike, to cooperatively manage the shared Nile water resources for poverty reduction and ultimately turn the Basin into a zone of peace and regional integration. The achieved appreciation nevertheless posed a challenge as a broad array of non-governmental stakeholders developed heightened expectations for NBI to deliver quick tangible results in poverty reduction, promotion of economic growth and generation of employment opportunities. In response the Project had to exert additional efforts to manage stakeholder expectations i.e. the growing impatience regarding NBI delays in deepening the cooperation process (e.g. signing and concluding the CFA; embarking on joint, large scale investment programs).

6. Mainstreaming and Sustainability

Mainstreaming Social Development and Communication has taken root in NBI with entrenched staff positions and units within the SAPs and ISP. Challenges still remain at the National levels. Transition arrangements and sustainability mechanisms need to be devised and agreed with the national Governments if the gains made so far in building NBI image at national levels are to provide the foundation upon which any future Nile RBO is to be built. These include diverse networks established and cultivated (e.g. with media, civil society, parliamentarians, opinion makers, professional groups, women, etc). Sustainability mechanisms include retaining CBSI professionals within ISP (e.g. at SAPs), linking these networks to SAP projects via SDC offices ; finding retention mechanisms including financing for NPCs within NBI offices

7. Finance and Procurement

Centralised approach to Finance and Procurement management was probably not the best approach for CBSI that was implemented nationally. Some levels of autonomy to the country offices would have reduced the workload not only at PMU but also at Country level. Support from Shared Vision Coordination Project also based the NBI Secretariat proposed in the project design did not work out. Staff officially recruited as Procurement and Administration Officer had to shoulder the financial responsibilities initially for the project, as well as support SVPC, Nile-SEC and a sister Project Social Development Benefit Sharing (SDBS) not only in procurement but also in finance.

While the project started operation with the use of FASS system the changeover to Atlas for Financial Management brought new challenges. The NPCs were now expected to play a role in the procurement process besides their usual programme work. With no previous training on procurement and finance and

coupled with lack of human capacity in financial and procurement management at the National offices to provide support implementation of activities got delayed. This was a challenge the project had to live with throughout the implementation period.

8. Project costs and financing

Revisions: No major budget revisions were done in the life of project. However there were two amendments to the project completion and closing dates.

Constraints to comprehensive reporting owing to: Delayed reporting – FASS reports had to be sent to New York, to be inputted into the ATLAS System Format. High human errors in posting that took long to be corrected.

Change in FMS from FASS, to Atlas resulted in: Double-work in running two parallel systems; inadequate training to staff to run new system; too few people for the workflow

Successes: Timely reporting, unqualified audit reports, around 90% of the grant was disbursed

9. Management Performance, Partnerships and Networking

Management: Centralised management at the PMU challenge to country level operations. While the PMU sought to offer maximum support to activities at country levels, provision of adequate support was constrained with work demands on staff.

Partnership: The project has built a strong base of partnership with like-minded organizations in the basin. The most important was perhaps the Lead Partners Working Group composed of Lake Victoria Regional Local Government Cooperation, UN HABITAT, Lake Victoria Basin Commission, the Nile Basin Discourse, and East Africa Sustainability Watch. Others included networks that existed before the project while the project facilitated the establishment of some new networks, Nile Media Network, Regional Lawyers Network, Women Network and other Civil Society organisations

10. Risks and Assumptions

Analysis of Risks and Assumption at Project design

Critical Assumptions	Analysis
Continued political and financial commitment to the Nile Basin Initiative by the ten riparian states	Countries likely to maintain cooperation momentum through SAPs. CFA conclusion, space will be a critical factor for qualitative transformation.
The Nile riparian governments agree on the planning, implementation and monitoring of the project	The project was well received by the Governments of the basin who provided offices for all the Nation Project Coordinators.
Stakeholders from both the public sector and civil society at large are willing to actively participate in and collaborate with the project	Stakeholders were more than willing to participate in project activities; however the project was constrained to reach rural communities extensively.

11. Disposition of project assets

In line with the Project Implementation Manual and as approved by the Nile TAC. All project assets at the country remain the property of NBI National offices while PMU asset get acquired by the Secretariat.

Lessons and Recommendations

CBSI was a unique venture by NBI, its implementation has offered rich experience and learning to the project team, NBI, Governments and other stakeholders who were engaged in the process. The following are some of the lessons learned during the project life.

1. Project Set-up

Financial Management system required more hands than was specified in the project documents. National offices got overburdened with administrative tasks that took time away from core programme functions.

Transition from FASS to Atlas caused problems.

Recommendation

- Project support and systems should be decided early and orientation given to the relevant staff.
- Nile Basin Initiative should develop and adopt its own financial management systems.
- Decentralise Financial Management closer to implementation centres e.g. country offices.

2. Confidence Building

Confidence Building over a shared resource takes time and success is hard to measure; is affected by processes beyond the control of a single project (e.g. CFA).

Recommendation

- Draw clear parameters/ definitions of indicators for Confidence Building at the design stage that are within the control of a project.
- Open Confidence Building issues to public dialogue to defuse country positions in a shared resource.

3. Opinion Survey

Opinion Survey was undertaken late in project life; helped in focussing communication efforts.

Recommendation

- Conduct opinion surveys early in the project to focus design.
- Opinion surveys should be conducted once every two years.

4. Networks and Partnerships

Networks and partnerships are important and supported our outreach and dissemination of information to stakeholders.

Meeting expectations of Network members was a challenge to the project. Networks that the project facilitated their establishment looked upon it for their sustainability.

Recommendation

- Define early before engagement the objective of a partnership.
- Find out about existing Networks before you support the establishment of new ones.
- Put in place sustainability of new Networks.

5. Emphasis on Social Development early in the development process

Adoption of SD by SAP project staff took long to pick-up in the NEL region compared to the Eastern Nile where this had started before the start-up of CBSI. Staff joined projects by virtue of technical expertise in areas other than SD. Good orientation and induction is necessary.

Recommendation

- The induction programme for staff should include SD issues.
- Put in place a Framework for SD so that projects develop implementation guides on SD.

6. Inadequate Knowledge and information across the basin

Inadequate information and knowledge among NB populations on one another and on Nile issues led to mutual stereotyping and tensions. Transparent and clear information disseminated through the right channels is a key ingredient in confidence building.

Recommendation

- A baseline/opinion survey should precede networking and communication activity design
- Invest more in the use of local FM radio stations for information dissemination.

(iii). **Basic Project Data**

Project Name & No.:	Confidence Building and Stakeholder Involvement PO 75948;
Project Partners:	EU, CIDA (Canada)
Project Stakeholders:	Governmental and nongovernmental stakeholders in Burundi, D.R. Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda; international nongovernmental organizations
Project Duration:	Six years: Phase One (March 2004–December 2008); Phase II (Jan–Dec. 2009, Project to close by December 2009)
Project Budget:	US\$ 15 million (11.56 NBTF, 3.44 NBI Governments)
Project Location:	CBSI PMU was hosted by Nile–Sec in Entebbe, Uganda,9 Country Offices and two sub–regional offices based at the Subsidiary Action Programs (SAPs) in Addis Ababa, Ethiopia, and Kigali, Rwanda.

1.1. Project Context and Rationale

The formulation of the CBSI Project underwent several stages of a consultative and learning process. The initial design focused on a Limited Communication Project to address tasks relating to public information. Following the World Bank Pre–Appraisal Mission in early 2002, Nile–COM agreed to the need for confidence building among the riparian populations as well as for substantive stakeholder involvement that goes beyond the conception of riparian stakeholders as passive beneficiaries. On the one hand, confidence building was envisaged critical to rectify negative states of misinformation, disinformation, and legacies of conflict over Nile waters, and lack of opportunities and forums for interaction among populations that impeded development of trust, confidence and cooperation among riparian countries. On the other, stakeholder involvement was viewed necessary to entrench public ownership and support for the NBI.

A non preferred option was to decentralize confidence building and stakeholder involvement functions whereby each NBI program and project would directly address the requisite tasks. A cross–cutting facilitative project with three technical components – Public Information, Stakeholder Involvement, and Confidence Building– became the preferred option. New Project Implementation

Plan (PIP) and Project Appraisal Document (PAD) with this kind of thinking were produced in December 2003.

1.2. Original Project Objectives and Key Expected Results

According to the Project Appraisal Document (PAD) the Goal of CBSI, which is shared by the rest of NBI SVP and SAP, subscribes to the achievement of the Shared Vision. Its tenets are articulated by the Council of Nile Ministers responsible for water (NILE-COM): Ensure Nile Basin water resources are developed and managed in an equitable and sustainable manner to support the achievement of sustainable socioeconomic development in the region.

The Development Objectives of CBSI as per the project design were to:

- Develop full confidence in regional cooperation under the NBI
- Ensure full stakeholder involvement in the NBI and its projects.

A logframe with as summary of the hierarchy of original Objectives, the Key Performance Indicators, Monitoring and Evaluation and the Critical Assumptions in the PAD is presented in the following table:

Project Logframe (as per CBSI PAD)

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
Goal:	Sector Indicators:	Sector / Country Reports:	(from Goal to Shared Vision)
Ensure Nile Basin water resources are developed and managed in an equitable sustainable manner to support the achievement of sustainable socioeconomic development in the region.	Increasing levels of regional cooperation and coordination through the Shared Vision Program's seven regional projects	Nile Secretariat's Annual Report	Continued political and financial commitment to the Nile Basin Initiative by the ten riparian states
			Continued donor support
Project Development Objective	Outcome/Impact Indicators:	Project Reports:	(from Objective to Goal)
To develop confidence in regional cooperation under the Nile Basin Initiative (NBI) and ensure full stakeholder involvement in NBI and its projects.	Increased awareness and understanding of NBI	Qualitative research and media monitoring	The Nile riparian governments agree on the planning, implementation and monitoring of the project
	Strengthened partnerships within riparian countries across a range of different groups including civil society groups	Comparative evaluation of quantity and quality of interchange between government and civil society	Project component work plans and financial arrangements for the project are in place
	Increased trust across the region and support for regional cooperation under the NBI		Qualitative research and media monitoring
Sufficient donor funding to establish and run national offices			

1.3. Revised Project Objectives and Key Expected Results

Project implementation started with the recruitment of a Regional Project Manager in October 2004. The Regional Project Manager in collaboration with the World Bank Task Team Leader (TTL) the 2003 PAD was reviewed and a revised PAD was compiled in January 2005.

The Project Goal and Development Objectives were further refined in 2007 in the context of the adoption by NBI of Results Based Monitoring and Evaluation (RBS). The adoption of RBS involved the development of NBI Results Chain. Though CBSI had substantial contribution towards all Outcomes in the NBI Results Chain, the revised CBSI Logframe (**Appendix 4**) adopted as Project Goal one specific overall NBI Short-Term Outcome:

“Increased communication, trust, involvement, and cooperation among NB governments and populations.”

Three Objectives, with their respective Outcomes, Outputs and Activities, were derived from the Goal. By pursuing the Objectives, the CBSI Project spearheaded efforts of the wider NBI family to achieve wider NBI results. The focus of the project was mainly in active stakeholder engagement through effective consultations and communication.

The revised logramme based on the NBI results chain is presented below:

The Revised CBSI Outcomes

Results	Indicators	Assumptions and Risks
Medium-Term Outcomes:		
1.1. Enhanced mutual trust among NBI governments and populations	Change in government response to SAP requests for data and information	Governments appreciate the benefit of cooperation and information sharing
1.2. Increased support to NBI by NB nongovernmental stakeholders.	Change in no. of alliances fostered with civil society organizations	Non Governmental organisations will be willing to participate and engage effectively on NBI issues and its programmes.
2.1 Increased riparian public sense of ownership of NBI	Change in no. and diversity of national and regional networks and platforms for dialogue on NBI issues	Governments and populations appreciate each other and interact freely on Nile issues.

Results	Indicators	Assumptions and Risks
3.1. Increased integration of social development issues in NBI project planning	Trend in NBI projects conducting social assessments, stakeholder and gender analysis	NBI programme staff will be willing to appreciate and adopt Social Development as a pre-requisite for projects planning and implementation.
Short-Term Outcomes:		
1.1 Enhanced mutual knowledge and understanding among NB populations	Trend in cross-border natural resource-based conflicts in NBI project sites	Cross boarder neighbours will be willing to freely interact with one another in an atmosphere of mutual understanding.
1.2 Enhanced image of NBI in NB Countries	Trend in media coverage	Media houses willingness and commitment to report facts on NBI and its programmes.
2.1. Oriented and canvassed key governmental and nongovernmental stakeholders for engagement with NBI	Trend in canvassed stakeholders participating in subsequent NBI events	Stakeholders ready to accept and appreciate the benefits of cooperation.
2.2. Institutionalized public consultations on, and stakeholder involvement in, NBI processes	Change in no. and frequency of public consultations on NBI investment projects	NBI and its constituents ready and willing to adopt public consultation as a framework for development planning.
3.1. Formulated strategies, elaborated policies and built capacities for social development and gender mainstreaming in the NBI	Number of NBI projects internalizing participatory and gender sensitive project design	NBI projects staff ready and willing to appreciate and adopt policies on social development and gender mainstreaming as integral part of projects planning and implementation.

1.4. CBSI Project Components

The CBSI Project comprised four Components that jointly sought to:

- Initiate, promote and sustain dialogue and understanding among the riparian countries as basis for cooperation,
- Generate public support for the Shared Vision Programs (SVP) and Subsidiary Action Programs (SAPs),
- Instil confidence among all the stakeholders that Nile Basin cooperation is necessary, feasible and possible,
- Ensure that NBI stakeholders – governments, civil society, private investors, local communities, the press, academia, etc. – take active part in the various stages of project identification, implementation, monitoring and evaluation – ultimately to guarantee public ownership of the NBI , its programs and projects and,
- Integrate the international policy of social development (poverty reduction, gender balance and equity, social inclusion, etc.) in all NBI programs and projects.

The four Components are:

- I. Regional, Sub-Regional and National Implementation and Facilitation,
- II. Public Information and Development Communication,
- III. Stakeholder Involvement and,
- IV. The Confidence Building Component.

Component I. Regional, Sub-Regional and National Implementation and Facilitation

The implementation and facilitation structure consisted of a Regional Management Unit (PMU) hosted by the NBI Secretariat in Entebbe, Uganda, two sub-regional offices housed at the Subsidiary Action Programs (SAPs) in Addis Ababa, Ethiopia, and Kigali, Rwanda, and CBSI Country Offices for implementation in the 9 NBI Member Countries. The CBSI project structure sought to identify and scale up basin-wide mechanisms that will endure beyond the life of the project. For this reason, emphasis was placed on creating a balance between regional, sub-regional, and national activities so that effective sustainability arrangements could emerge for the long term. The PMU Project Manager (RPM) and the National Project Coordinators (NPCs) in each country were responsible for regional and national management along with their primary implementation and facilitation tasks.

Component II: Public Information and Development Communication

This component cut across all Shared Vision Programs (SVP) and Subsidiary Action Programs (SAP) of the NBI. The challenges of this component included not only provision of current and accurate information about the NBI but also packaging information in a way that was understandable and appropriate to the norms, history, culture and languages of the Nile Basin countries. As such the Component provided a critical function in building confidence in the NBI, stimulating stakeholder participation and, ultimately, creating an enabling environment for the implementation of NBI programs and projects. The envisaged tasks for this component included media monitoring and analysis, in addition to generation of information that created enhanced awareness among the people and countries of the Nile Basin about the potentials, challenges and possibilities of Nile Basin cooperation.

Component III: Stakeholder Involvement Component

The Stakeholder Involvement Component was intended to ensure relevance and effectiveness of Nile Basin cooperation, particularly its poverty reduction and gender mainstreaming objectives. To that effect the Component was tasked with integration of social development issues (poverty reduction, social inclusion, gender mainstreaming, etc.) through both capacity building and input to project design.

The Stakeholder Involvement Component was also pivotal in generating public ownership, support, or at least acceptance, of Nile Basin cooperative actions and investment projects. It sought to build capacity of, and create opportunities for, the diverse stakeholders of the NBI to constructively engage in and influence NBI processes, particularly the SAP investment projects on the ground. The conception of stakeholder involvement was not restricted to its utilitarian dimension i.e. to its contribution to effectiveness and timeliness of project implementation. It was rather viewed holistically, both as a means and as an end in itself, guaranteeing transparency and accountability of the NBI. Stakeholder involvement thus remains critical for the long-term legitimacy of the NBI itself.

Component IV: Confidence Building Component

The Confidence Building component was premised on recognition that there was a need to address a number of critical problems (negative states) that impeded the development of trust, and thus, confidence and cooperation among riparian countries. Among these were misinformation and disinformation that adversely impacted mutual relations among riparian governments and peoples, lack of awareness about the benefit-sharing potentials of Nile Basin cooperation, and inadequate knowledge of the appropriate mechanisms to realize that potential on the ground. It was obvious that transcendence of these critical problems was the

responsibility of the entire NBI and in no way achievable through the operations of a single project component.

The interdependencies between the three technical components of CBSI were immediate such that activities in one component had direct implications for the other two. Nevertheless, they were distinct in terms of focus, objectives and modalities of implementation. Confidence building is derivative or outcome rather than an output or a specific set of activities. It was pursued not as a direct objective of planned activities, but rather as an impact of carefully planned activities that sought to achieve that impact through discrete activities, which were monitored through observable and measurable indicators. But Stakeholder Involvement is an objective of activities, encompassing initiation and promotion processes and mechanisms for stakeholder participation in options assessment and decision making. In this sense stakeholder involvement activities built and consolidated confidence, while confidence building as impact, in its turn, reinforced and enhanced stakeholder involvement in the NBI. The Public Information Component also shouldered critical tasks towards that end. The Confidence Building Component, particularly through the Confidence Building Draw-Down Fund (CBDF), enhanced the lead role of CBSI within the NBI family to address confidence building issues. CBDF was a rapid response mechanism to avail opportunities and forums for interaction and discussion of issues of common interest, while simultaneously supporting identification of the real and relevant issues in Nile Basin cooperation. Space was availed within CBDF for nongovernmental stakeholders to partake in planning, through submission of proposals for activities to be sponsored by the project. The successful implementation of this component resulted in increased trust and hence confidence in themselves i.e. a projection of riparian countries into the future as capable of achieving the NBI goals and objectives.

1.5. Targeted Groups/Beneficiaries

The CBSI PIP and PAD availed initial guidance for the implementation of the project. They provided a schematic outline of the three CBSI technical components, but with little analysis of the actual context of their operations – particularly with respect to the space availed for public consultations and substantive stakeholder involvement in development planning in general and water policy in particular. They also identified three broad categories of stakeholders with which the technical components are to engage: decision-makers, public opinion leaders, and local riparian users.

With the refinement of project objectives, identification of targeted groups and beneficiaries was further refined in the course of diligent mapping of stakeholders that was explicitly articulated in the NBI Stakeholder Involvement Strategy formulated by the project. Seven broad stakeholder groups, further classified into sub-groups in the Strategy Document, were identified:

1. Governmental stakeholders
2. NB Civil Society
3. Private Business
4. Community- and Faith-Based Organizations
5. Local Communities
6. Development Partners and
7. International Civil Society Organizations

1.6 Key Project Milestones

The project implementation took time to kick off. Recruitment process took longer than was expected. NBI was recruiting for seven projects at one time and this took longer than the project planners had envisaged. Due to this CBSI Project experienced considerable delays before it was launched in September 2005. The Regional Project Manager (RPM) was recruited in October 2004; while four of the five Lead Specialists were on board by November 2005. The fifth Lead Specialist (the NELSAP-based) reported to work by June 2006. The National Project Coordinators (NPC)s were recruited in 2006 with the last batch reporting to work in June 2006⁷. While a few regional activities had been initiated by the PMU staff effective implementation of a region wide project thus started in 2006.

In its original design, the project was to establish six country offices to be run by National Project Coordinators and Mid-Level Professionals (in Egypt, Ethiopia, Kenya, Sudan, Tanzania and Uganda). Short-Term Consultants were to partake in implementation in Burundi, D.R. Congo and Rwanda. By the time the project was launched, a decision was made to recruit three NPCs instead of the Short-Term Consultants, and cancel the position of Mid-Level Professional in the other six countries. By 2007, two full-time positions of Development Communication Officers were created at ENTRO and NELSAP-CU in response to the growing needs at the SAPs for Development Communication.

Owing to delays in recruitment of the RPM and the launch of CBSI Project, the Eastern Nile Subsidiary Action Program (ENSAP) sought to address the gap by entering into direct cooperation agreement with DFID to establish a Social Development Office (SDO) at ENTRO. A DIFD-supported ENTRO Regional Social Development Officer was recruited, and by June 2004 the Office started its operations. The SDO engaged in capacity building in social development at ENTRO and among Country Teams of ENSAP investment projects, provided input to project design, initiated studies and assessments, formulated strategies, policy notes, guidelines and manuals for integration of social development issues, and networked with the varied ENSAP/ENTRO stakeholders, particularly civil society organizations in the Eastern Nile. In October 2005 the SDO was streamlined

under the CBSI Project, and the ENSAP SDO experience availed invaluable lessons for the CBSI Team in designing their objectives, outcomes and outputs and in adopting effectual approaches to implementation.

In November 2005, with four Lead Specialists onboard, the incipient CBSI Team engaged in analysis of NBI CBSI-related challenges and reviewed the original Project design. The analysis was instrumental in the articulation of the role of CBSI as the technical arm of NBI in the pursuit of the policy of social development. The analysis was not confined to purposes of work-planning or even the results to be achieved during the life span of the CBSI Project itself. It rather approached the challenges from the view point of the requisite functions for the NBI and the NB Permanent Institution. Though the CBSI 2006 Work-plan was formulated in terms of the individual components, moreover, it was nevertheless results-based, pioneering the methodology which Nile-Sec stipulated for all NBI programs and projects in 2007. Another refinement of project objectives, pertaining to the articulation of the facilitative role of CBSI in coordination of NBI activities at national level, was introduced as the CBSI National Project Coordinators came onboard by mid-2006.

To foster closer relations and greater collaboration with NB nongovernmental stakeholders, the PMU proposed to the CBSI Project Steering Committee (PSC) Meeting in September 2005 the inclusion of representatives of civil society in their Committee. The meeting, which was attended by TAC, approved the proposal and the PMU solicited country nominations. Civil society representatives attended the Fourth CBSI PSC Meeting in February 2007. Their incorporation into the governance structure of CBSI enhanced the relevance and effectiveness of CBSI policy making processes with regard to stakeholder involvement. In October 2006, moreover, the NBI, represented by its Executive Director, signed MOU with the Nile Basin Discourse, (NBD), the umbrella for civil society organizations in NB countries. The MOU, which was facilitated by CBSI, cemented the partnership between CBSI and NBD, and provided framework for collaboration with the NBD country affiliates, the National Discourse Forums (NDFs), in canvassing the involvement of nongovernmental stakeholders in NBI processes. Though the intention of the MoU was not to make NBD look like the extended Civil Society arm of NBI, it ended up so. NBD had a shallow interpretation of the MoU and to a large extent followed NBI endeavours. In 2007, CBSI, The alliance built with NBD and the Country Water Partnerships of (GWP) in NB countries led to the first initial stages in the advocate for preparation and establish an NBI Public Consultations Framework.

During the second quarter of 2006, the NBI articulated its overall Results Chain and stipulated adoption of a Results-Based Management System (RBS) by all NBI Programs and Projects. This development provided impetus for further refinements in the CBSI Project Logframe and planning methodologies.

The CBSI Project Mid Term review was carried out in March 2007, while in July 2007 the WB and development partners carried out a Mid-Term Review (MTR) of the Shared Vision Program (SVP). The latter MTR assessed overall performance of the individual SVP projects, including CBSI. Both CBSI and SVP MTRs commended the CBSI Project Team for its ability to operationalize the nebulous objectives and tasks stipulated during project design. It also endorsed the revised CBSI Project Logframe as basis for the renewal of Project Grant Agreement. The MTR recommended the extension of Phase I up to 31 December 2008, with Phase II activities covering the period January–December 2009, and project closing by June 30, 2010.

In October 2008, the NBI launched the NBI Institutional Strengthening Project (ISP) to be implemented by its three Centres (Nile–SEC, ENTRO and NELSAP–CU). Cardinal among the ISP objectives is the mainstreaming of the gains and products of SVP under the three Centres. Component Four of ISP, Public Participation and Development Communication, was thus designed to ensure sustainability of CBSI functions after project closure. By January 2009, contracts of the seven regional technical staff shifted either to Nile–SEC (Public Participation Specialist and the two Public Information Specialists) or to the SAPs (Social Development Officer and Development Communication Officer at each of ENTRO and NELSAP–CU).

2. Implementation

2.1. Description of Implementation Set-up and Operations.

The set-up for the implementation of the project comprised of a Project Management Unit (PMU) based at the Nile Basin Initiative Secretariat in Entebbe, Uganda. The PMU had the overall function of Regional Administration and Management of the project.

The PMU was supported by Sub-regional and National staff. Sub-regional staff was based in Addis–Ababa, Ethiopia, for the Eastern Nile and in Kigali, Rwanda, for the Nile Equatorial Lakes. They were responsible for integration of social development issues into, and providing development communication on the investment projects of the Subsidiary Action Programme.

At national level the Project was represented by National Project Coordinators, who were responsible for the overall implementation of project activities at country level. The National Coordinators worked closely with Government officials and other national stakeholders.

A Project Steering Committee composed of 2 members from each of the NBI countries (1 from Government and 1 from Civil Society) had the overall responsibility for strategic guidance and oversight on the project.

Key Project Staff

Position	Incumbent	Entry on duty date	Source of Funding	Remarks
Regional Project Manger	Gordon Mumbo	09 October 2004	NBTF	
Stakeholders Involvement and Confidence Building Lead Specialist PMU	Salah Shazali	1 November 2005	NBTF	Separated from Project in November 2008
Stakeholders Involvement Lead Specialist (Regional Social Development Officer) ENTRO	Wubalem Fekade	1 November 2005	NBTF	Separated from Project in December 2008
Stakeholders Involvement Lead Specialist (Regional Social Development Officer), NELSAP	Emerita Mugorewicyeza	1 June 2006	NBTF	Separated from Project in December 2008
Communication Specialist PMU	Dr. Samy Tayie	1 July 2005	NBTF	Separated from Project in September 2007
Communication Specialist PMU	Jean Mvuyekure	1 July 2005	NBTF	Separated from Project in December 2007
Finance Officer	Callist Habaasa		NBTF	Separated from Project in June 2009
Procurement Officer	Edith Mbonye		NBTF	
Development Communication Officer ENTRO	Hisham Abderahaman		NBTF	Separated from Project in November 2008
Development Communication Officer NELSAP	Kifukiau Mabanzila			Separated from Project in April 2008
Administrative Assistant	Beth Kyarayende		NBTF	Separated from Project in November 2008

2.2. Summary of Project Implementation

The centralized structure where the PMU had the overall decision making was probably not the best arrangement for a regional project implement nationally in 9 countries. Some level of autonomy to country offices could have made implementation easier in some instances. The centralized approach needed bigger capacity at the PMU than was designed to be able to respond to the country needs. Implementation started with regional intervention and progressed

to greater focus at national levels. The national offices relied on support from PMU with a limited number of staff who were overstretched resulting into delays in the implementation of activities at times.

The disbursement processes followed in the project was quite sound though required segregation of duties that was not possible with the limited number of staff at the PMU. Proposed additional support to the PMU from other sources e.g. SVP Coordination and UNOPS NBI Secretariat based staff in the design documents did not satisfy the project needs. If anything, the project ended up providing more support to the Secretariat (Project Procurement Officer doubled as the Secretariat Procumbent person).

At the National Offices, the National Coordinators were responsible for the implementation of all project Components in addition to all the administrative work. Guidance and support from PMU was at times received too late due to the work demand on staff at the PMU. The assumed administrative support to the NPCs from the National Governments only worked well in two countries (Ethiopia and Burundi). In the two countries the Governments assigned full time staff to provide administrative support.

The administrative procedures added workload to staff and had effect on the implementation of programme activities. The pace of implementation was not as envisaged and would have worked better with additional staff at the implementation centers. Some of the activities depended on the availability of Government staff, work got delayed in instances where schedules could not be reconciled e.g. meetings with parliamentarians got delayed in many countries.

The Steering Committee was very instrumental in the implementation of the project. The inclusion members from the Civil Society organization added to the quality of debated in the committee meetings and created space for the Civil Societies to contribute to NBI goals. .

3. Challenges and their Resolution

Challenges faced on the Project Design and Changes Made

- Project was designed to address three main issues – Stakeholder involvement, confidence building, and communication. To implement activities in all the three areas required professional staff in each of them. This unfortunately was not the case. The National office had only one professional staff, the NPC an approach that was influenced by the initial thinking in the project with a focus on Public Information. Inclusion of Stakeholder involvement and Confidence Building brought new challenges. The PMU based specialised had to provide support in the specialised areas to build the capacity of the NPCs in all areas of the project. This

approach was also constrained by time demands on the PMU staff and the NPCs.

- Coordination with other SVP projects at national levels was not optimal. NBI moved into the countries in silos of sectors that became difficult to integrate. None of the seven SVP projects had the mandate to coordinate each other as such the NPCs of other projects did not consider national coordination of NBI operations as one of their key mandates and also wondered if it was that of CBSI whose NPCs were seen as self imposed prefects. CBSI National staff worked with Government officials around this issue to put in place National Coordination Meetings as a platform where all national actors came together to share work progress and exchange of ideas.
- The components approach in the original PAD and subsequent revisions had clear objectives, outputs and room for creativity. The reviews to adapt to the Results Based Approach adopted by NBI in the middle of project implementation restricted movement and thinking. RBS development was not very inclusive and did not trickle down well to the national levels. NPCs therefore struggled with it and saw the initial component approach as more practical. In any way the RBS in the NBI still need further refinement.
- Management of the Confidence Building Draw-Down Fund (CBDF) did not pose challenges. The participants to the fund would have been happy if it was administered as a Grant. Initial attempts to follow the project design in its implementation constrained the participation of Civil Society Organisations whose motivation levels to get involved waned on realisation that it was not a Grant. It also faced challenges from a sister SVP project (NTEAP Micro Grant) that was already offering Grants. Participating organisation wondered why two NBI projects had different approaches. By the time the project revised the approach there was limited time for implementation of activities. CBDF was eventually phased out by end of 2008.
- Due to overstretched staff at the PMU Communication between the CBSI PMU and NPC office was not optimal. There were instances of weak team approach in the project. The RPM had to do a lot of team building activities to smoothen out the communication obstacles among the project team.
- Administration, finance and procurement activity was multi layered and needed more hands especially at the country offices. NPCs also did not benefit from the financial training that were offered to the PMU staff. Attempts by PMU staff to impart knowledge in the country offices were further frustrated by frequent changes in procurement procedures and reporting formats. All these contributed to slow paces in the approval process of programme activities.

- The majority of the riparian communities have not been reached as much of activity implementation concentrated in towns and cities. Alliances built with NGOs for outreach to stakeholders at basin levels started late and was constrained by disparities in the agenda of the parties (NBI and NGOs).

3.2 Challenges Faced in Implementation and Adjustments Made

- All activities implemented were not monitored and/or rigorously evaluated; neither did they have adequate follow-up by the NPCs. This was due to the work demands on NPCs who were not only responsible for CBSI roles but also those of the NBI Secretariat. Performance monitoring as outlined in the RBS is a full time assignment that needed additional personnel to be effective, however it was left for the PMU and NPCs to create time for it. This time was never available. As a result, it was not possible for the NPC to establish how the challenges affected outcomes. The Project therefore relied on proxy indicators to monitor progress on the project work.
- The project was addressing the development process, implementing activities in the basin, which communities did not find of immediate relevance to them. Communities in the basin are faced with a myriad of challenges and expected to be offered solutions to their immediate problems. Awareness on NBI created by the project also resulted in raised expectations; on NBI to deliver on investment projects. Hopes were further frustrated by the delay in the start up of the investment projects of the SAPs. Though the project tried to build alternatively; strong and meaningful partnerships with the relevant organizations/players already working in the basin area, we were still seen as meetings oriented organisation. Failure to define the mandate of NBI within the remits of its vision did contribute to raised expectations. Going by the vision stakeholders expected too much on NBI.
- Difficulties in the procedures for the disbursement of funds under Confidence Building Drawdown Fund (CBDF) created inability to organize more cross -border meetings to enhance confidence building among countries. There were lost opportunities that would have been captured if the fund was designed as a Grant. It was too late in the project life by the time revisions were made.
- The River Nile is not considered key in some countries e.g. countries sharing Lake Victoria saw the lake as more of immediate relevance to their needs. This is quite evident among officials of the Ministry of Water in the countries that share the lake who put emphasis on Lake Victoria due to its direct benefits. The project partnered with Lake

Victoria Basin Commission (LVBC) in engaging stakeholders around the lake.

- Emphasis on Lake Tanganyika in Burundi due to its immediate benefits had an overriding factor over Nile issues. There was great challenge in mobilizing people around the Nile issues. Use of NGOs and Civil Society Organisations defused this challenge.
- Frequent changes in Technical Advisory Committee (TAC) members in most of the countries caused constraints on the momentum in implementation of activities. NPCs spent time in establishing working relationship with new Members resulting in delays in implementation of activities. This was really beyond the control of the project; the project had no option but to adapt.
- The project did not connect/have linkages with existing national processes and institutions. The link to these should have been through the TAC; however this did not work well. Project was therefore implemented with limited support from other government ministries besides those of water affairs. Attempt by the project to establish inter-ministerial committees failed to pick up. There was low good-will from the official of the Ministries of water affairs to move it forward.
- Basin past history lowered the interest of stakeholder to get involved. They wanted evidence that NBI was different from the past efforts in cooperation, e.g. failure of the Kagera Organization negatively affected participation in Rwanda and Burundi.
- History of the genocide created suspicion of external/international efforts (Rwanda). The citizens had a feeling of betrayal by external support agencies and did not see NBI differently.
- Raising awareness in a huge country like D.R. Congo created a major challenge; the location of NBI offices in Kinshasa where the majority of the people do not know about the river Nile was a problem the project had to live with. The Nile is known by the people in Eastern DR Congo where communication challenges caused weak linkages with the people in the basin in Eastern Congo. Though the location of the offices in Kinshasa was meant to generate political good-will among government officials it is still questionable to what extent this was achieved.

3.3 Project Reviews/Evaluations Made

During the implementation of the project implementation two types of reviews were undertaken:

- **Internal Reviews :-**
 - a. Project staff held reflection meetings on a quarterly basis. In such meeting progress of implementation of activities was discussed. These meetings provided opportunity for staff to share ideas and

experiences. Brainstorming was done on how to overcome challenges and constraints and to transcend constraints. Outcomes of such meetings were very instrumental as they facilitated a process of review of work-plans.

b. Project Steering Committee Meeting

Steering Committee meetings were held twice yearly and were used for review of project implementation. Mid-year meeting was used to review half year progress on project work-plans while end of year meetings were used to review annual progress, work-plans and budgets for the following year. Meetings provided opportunity for Committee members to review progress and offer advice to the project team on how to address constraints and challenges in implementation. Project team also used the opportunities to lobby for more support and commitments from NBI Governments.

c. Supervision Missions

Several supervision missions were conducted by the World Bank on behalf of development partners over the life of the project. The project used such opportunities to review progress and received guidance and recommendations on the way forward. Results of such missions helped the project in focusing on priority issues e.g. to focus more on national issues.

- **External Midterm Review**

Project Mid-Term review was held in March 2007. Review team consisted of World Bank officials and external Consultants. The timing of the review coincided with the time when NBI was transiting to the Results Based Management System; and accorded the project an opportunity to look at how it had translated the initial project objectives to the NBI results chain. The review team confirmed that the new Project logframe under this system complied with the initial project logframe in the project PAD.

The review looked into the progress the project was making towards the attainment of the set goals and noted good progress. Mid-Term review results recommended the scaling down of regional activities and laid emphasis on national activities. This recommendation was fully implemented by the project.

- **Opinion Survey**

In order to develop a more in-depth understanding of key stakeholders' perceptions of key issues related to the NBI, a primarily qualitative assessment was conducted with opinion leaders in 8 NBI countries. Findings from the study helped in guiding subsequent NBI communication, outreach and programmatic strategies. The main objectives of the study were:

- Identification of key priorities of individual countries/region;

- Examination of overall attitudes toward NBI (strengths/weaknesses/ expectations/etc);
- Understanding of stakeholders' overall receptivity to and attitudes toward a regional framework/overarching organization related to the Nile;
- Identification of key issues, benefits, messages, etc. to build support for regionalization;
- Identification of optimal strategies for meaningful outreach/communications and, ultimately, more successful results on the ground.

Though the study covered a relatively small sample it was the first one in the project and was found useful in focusing the project's efforts on communication. The following statements show the views of the respondents on NBI.

"Regional cooperation is very low in proportion to all that's at stake. If we could cooperate more between NBI countries, we could reduce our shared miseries."

DRC, media

"In cooperating, countries can face challenges as a bloc and find collective solutions that benefit all citizens, no matter which side of the border they may lie." **Uganda, local government**

"The risk of no cooperation is a greater likelihood of war in the region."

Ethiopia, academia

"Not cooperating leads to economic strangulation." **Burundi, government**

"As a result of the activities of the NBI, there has been a paradigm shift. Countries no longer approach the issue of the Nile Basin from the perspective of the 'rightful owner' but shared ownership of the Nile River. This has created enormous potential for positive change." **Ethiopia, media**

"As a result of the activities of the NBI, there has been a paradigm shift. Countries no longer approach the issue of the Nile Basin from the perspective of the 'rightful owner' but shared ownership of the Nile River. This has created enormous potential for positive change." **Ethiopia, media**

NBI needs to provide more support to civil society so they can help sensitize communities on the ground toward water and resource management."

Uganda, civil society

"Get the people interested. Get them motivated. Show them how they will benefit from this initiative and win them over." **Kenya, academia**

The respondents also viewed the following as opportunities for NBI in promoting the cooperation on the Nile.

Opportunities

- An honest broker, mediating conflict and mistrust among member countries and facilitating productive relationships between countries going forward.
- A catalyst for awareness and change (motivator, convener, facilitator, educator)
- A facilitator of increased ownership and commitment to the cooperative process among member countries going forward.
- Dissolve mistrust (experts = *ambassadors*)

Virtually all respondents agreed that, in order to be successful, NBI must substantially expand its outreach to include key stakeholders and beneficiaries (beyond its current emphasis on Water Ministry officials) and to build broader constituencies and relationships at all levels of society.

4. Description and Evaluation of Project Achievements

4.1 Achievement of Project Development Objectives

The following discussion of CBSI’s achievements during the project lifetime [2005 – 2009] is on the basis of the Results Based System (RBS) adopted NBI-wide since 2007. For a discussion of the transition from the earlier component based system to the RBS, see Section 1.2 above. The following is objective 1 and associated Medium and Short-Term Outcomes in the revised CBSI Logframe.

In line with the NBI results chain CBSI focussed on one Goal that was ***“Increased communication, trust, involvement, and cooperation among NB governments and populations.”***

To move to move towards the realization of this goal three immediate objectives were derived, we discuss here the achievements.

Objective 1: Enhanced mutual trust among NB governments and populations fostered
<p style="text-align: center;"><i>Medium-term Outcomes</i></p> <p style="padding-left: 20px;">1.1 Enhanced mutual trust and understanding among NBI governments and populations</p> <p style="padding-left: 20px;">1.2 Increased support to NBI by NB nongovernmental stakeholders</p> <p style="text-align: center;"><i>Short-term Outcomes</i></p> <p style="padding-left: 20px;">1.1 Enhanced mutual knowledge and understanding among NB</p>

populations

1.2 Enhanced image of NBI in NB countries

Indicators

- Change in government response to SAP requests for data and information
- Trend in media coverage
- Change in no. of alliances fostered with civil society organizations

Achievements

Short and medium term outcomes

On the whole, objective 1 “*Enhanced mutual trust among NB governments and populations fostered by increasing information, knowledge sharing, exchange and dissemination about NBI issues*” has been achieved to a significant degree as evidenced by the outputs and outcomes discussed hereunder.

A key outcome has been the growing understanding and acceptance by NB governmental and non-governmental actors that the Nile water resources are *shared resources*.

Stakeholders (governmental and non-governmental alike) in downstream countries have tended to show increased appreciation of the water needs of upstream countries. Furthermore, there is growing realization that the sustainability of the Nile resources depends upon *trans-boundary cooperative* management and development.

All NBI governments have been actively advocating for increased NBI cooperation in their public pronouncements. A number of CBSI supported cross-border meetings have contributed to growing collaboration and understanding among neighbouring transboundary communities. Table 1 below summarizes the most important government and non-governmental stakeholder *call and support* for deepening and broadening the cooperation for sustained management of the shared Nile water resources.

Table 1: Event Declarations calling for increased NB cooperation

Event	Date	Venue
1. Nile Basin Entebbe Parliamentarian Declaration	July 2006	Entebbe-Uganda
2. Nile Basin Development Forum -2006 Declaration	November 2006	Addis Ababa, Ethiopia
3. Nile Basin Lawyers Communiqué	November 2006	Mombasa, Kenya,

Event	Date	Venue
4. Women of and Women in NBI Declaration	November 2006	Addis Ababa, Ethiopia
5. Kagera Basin Countries Non-Governmental Workshop Communiqué	November 2006	Bujumbura, Burundi
6. Founding Regional Nile Media Network meeting Declaration	October 2005	Alexandria, Egypt
7. NBI Distinguished Elders workshop Declaration	January 2007	Nairobi, Kenya
8. Nile Basin Development Forum – 2008 Declaration	November 2008	Khartoum, Sudan
9. Eastern Nile JMP Regional Parliamentarian Committee Call to Water Ministries and Government	July 2007, August 2008	Addis Ababa, Ethiopia Cairo, Egypt Khartoum, Sudan
10. Nile Basin Ministers of Environment Joint Communiqué, NBDF	November 2008	Khartoum, Sudan

An encouraging trend in growing trust and understanding among NB riparian countries and governments is project-related data and information sharing as observed among Eastern Nile countries (e.g. EN Irrigation and Drainage Project, Flood Protection and Early warning, Watershed Management, JMP projects and associated jointly generated knowledge products such as Cooperative Regional Assessments, Sub-basin Scoping Studies). Similar trends are observable in NELSAP countries as regards their cooperative frameworks (e.g. Kagera, Sio Malaba Malakisi, Mara, LEAF, Power projects).

There has been growing coverage in riparian countries' print and broadcast media pertaining to NBI events and themes. The intensity of coverage often accompanied major events such as large regional workshops and associated declarations and communiqués and Nile-Com Ordinary and Extra-Ordinary Meetings. Even though the accuracy of media coverage has shown marked improvement in terms of basin-wide focus, there is still observable national bias in reporting.

Managing stakeholder expectations (which understandably are premised on hopes for quick delivery of tangible and immediate benefits to address the felt and pressing needs of the poverty stricken citizenry) has been a challenge and is likely to remain so for the foreseeable future. NBI will have to define its parameters and mandate within the remits of its vision. NBI is not a replacement of the National Governments but should demonstrated relevance by offering options for solutions to national problems by bringing in the regional experience.

NBI alliances with civil society organizations were strengthened over the years, particularly with those affiliated to NBI via the Nile Basin Discourse (NBD) and the Nile Media Network (NMN). For example, in Burundi alone, over 96 civil society organizations were linked to NBI through the National Forum of NBD.

However NBI relationship with NBD need rethinking. While NBD offers an opportunity for the voice of the many voiceless people to be heard at the NBI decision making table NBD has not used this opportunity well. Rather NBD prefers to be the promoter of NBI issues. In real sense NBD should calling on NBI to account on its promises.

Key Outputs

The outcomes described above have followed from CBSI delivery of diverse sets of outputs in all the nine member countries (for details, see **Annex 3**). Most of the outputs were workshops, seminars and similar meetings organised either by CBSI or in collaboration with other partners. These meetings engaged a diverse set of actors including from the media (e.g. journalists organized under the Nile Media Network); from civil society (e.g. the youth, environmental groups, and NGOs organized under the Nile Basin Discourse Forum); from the professional circles (e.g. lawyers, teachers); from opinion makers (e.g. Distinguished NBI Elders, religious leaders); and from gender based organizations (women); from the legislative bodies (e.g. parliamentarians). CBSI has thus organized a total of 231

national (average attendance of 50 persons per event), 21 regional i.e. Nile basin-wide (average attendance of 60 persons per event) and 12 cross-border meetings for adjacent riparian communities (average attendance of 80 persons per event). The majority of the regional meetings were conducted during 2006 and 2007. Following the recommendations of the MTR evaluation of March 2007, CBSI focused its attention on strengthening national level activities and folded back the regional activities.

Another category of CBSI deliverables comprised a range of communication outputs/products which, utilizing various media and channels, disseminated information about NBI's goals, activities, and challenges. These include newsletters, radio programs, TV and radio appearances, websites, etc. Table 2 below summarizes selected CBSI communication products.

Table 2: CBSI Communication Performance

Communication Product	Medium	Description	Number, volume
1. Websites	Internet	-- One NBI website, dedicated to reporting major NBI-wide events, information, job announcements, communiqué, etc. -- Two SAP (NELSAP and ENSAP) websites dedicated to informing about cooperative projects; invitation to tender; job announcements; safeguard disclosure	3
2. Radio-episodes	Radio	A series of radio stories on the NBI prepared by NPC, Egypt.	30
3. Radio Appearances	Radio	NPCs in all nine countries leveraged such events as Nile Day Celebrations to respond to radio journalist questions or address key messages of the Nile Day theme	47
4. TV-appearances	TV	Similar to radio appearances above	40
5. Documentaries	CD	Documenting Nile Day celebrations	5
6. Newsletters	Print & electronic	3 newsletters; <i>Nile-News</i> Nile-sec based; <i>NELSAP News</i> NELSAP-based and <i>Nile-Flow</i> , ENSAP-based. SAP newsletters, particularly <i>Nile-Flow</i> on development and program communication revolving around ENAP projects.	35,000 copies
7. Assorted,	Print	Grade School Time Table (5000); caps	

Communication Product	Medium	Description	Number, volume
miscellaneous communication products		(5,000); pens (5000), event banners (105); Billboard (1); T-shirts (10,000); NBI Pins (5,000); Posters (1284), calendars (4, 000)	
8. Special Reports	Print	-- 1 paper dedicated to disseminating EN JMP Regional Parliamentary Committee call for deepening EN cooperation entitled "A Call for Action" -- 1 paper "Forging Ahead", announcing the EN joint (ENSCOM and Power ministers) ministerial meeting resolutions -- 1 report on Nile Basin Regional Parliamentarians' Workshop	6, 000
9. ENSAP IDEN Project brochures, fact sheets, Nile-day brochures	Print	Featuring the seven IDEN-projects, regularly updated.	7,000
10. Roll ups, Tear Drops	Print	For display during events in or outside closed areas	55
11. Posters	Print	Nile-Day posters	1,000
12. Booklets	Print	-- Ask Jane and fit in here the recent booklets and pamphlets she produced	

Objective 2: Enhanced public ownership of the NBI

Medium-term Outcomes

2. Increased support to NBI by NB nongovernmental stakeholders

Short-term Outcomes

2.1. Oriented and canvassed key governmental and nongovernmental stakeholders for engagement with NBI

2.2. Institutionalized public consultations on, and stakeholder involvement in, NBI processes

Indicators

- Trend in canvassed stakeholders participating in subsequent NBI events
- Change in no. and frequency of public consultations on NBI investment projects.

Achievements

Short and medium term outcomes

Increased public involvement in policies, programs, projects and processes i.e. providing space for sustained stakeholder engagement was acknowledged as critical requirement for the long term viability of NBI as an exemplary transboundary institution, *legitimized and owned* by the basin inhabitants as their own. CBSI, over the life of the project, has strived to put this approach into practice. Conclusive assessment of the extent of realization of the objective “*Enhanced public ownership of the NBI*” is an unrealistic undertaking at this stage of NBI. This, however, does not mean one cannot make informed and qualified evaluative statements. Taking into account the overall nature of the public administration systems of the riparian countries in terms of providing space for citizen participation and on the basis of the outcomes achieved and outputs delivered, one can fairly surmise that a sustained effort has been made to make the NBI, which is an inter-governmental organization, as *inclusive and participatory* as possible. As will be evidenced by the discussion on outputs in the following section, CBSI has *canvassed a range of stakeholders* with interest in and ability to exert influence on future evolution of the NBI cooperation processes. All in all, CBSI has engaged over 11,000 persons directly by organizing targeted focused and general workshops, seminars, meetings and similar platforms. One additional evidence that goes to support this claim is the fact that beyond those civil society groups that are directly linked to or supported by NBI (e.g. Nile Basin Discourse Forum, Nile Media Network), there are emerging local and national independent civil society groups (e.g. Nile National Women Forum–Ethiopia; Mara NGO Forum– Kenya and Tanzania; MPs

acting as intermediaries between NBI and the public (Nile Basin Parliamentary Forum–Sudan); Women Parliamentarian Group, and PROFEMME –Rwanda; Association on Water Resources Conservation –Egypt) that have been closely collaborating with NBI.

Further, CBSI had expanded space to engage a range of stakeholders including: diplomats, political parties, central, regional and local authorities, opinion makers, etc who proved to be valuable sources of support. In order to make these gains sustainable CBSI has also taken initiatives to *institutionalize public participation* in NBI processes: an NBI draft strategy for public participation (framework) has been prepared and is undergoing processes for submission for approval. Initiatives were undertaken to expand alliances with INGOs engaged in water resources development and sanitation as with the Global Water Partnership (Eastern Africa).

Key Outputs

Approximation of Short and Medium Term Outcomes outlined above was anchored on delivery of strategic outputs achieved discussed below.

Over its life time CBSI has organized over 143 workshops and seminars i.e. provided platforms to engage and canvass a range of stakeholders, particularly focusing on national and sub-national levels, which were deemed critical for long term sustained engagement of civil society.

Further, CBSI undertook measures to understand the various characteristics of its stakeholder base and to gauge their opinions. Thus CBSI conducted public opinion surveys in the riparian countries and the results proved informative (results from Rwanda were not accepted as they were found to be flawed).

In order to understand its stakeholders better and craft more responsible participative approach to future NBI activities, CBSI commissioned a secondary stakeholder mapping and analysis study in all 9 NB countries. The result is compiled in a Database and will be of value in future design of participatory strategies.

During the period CBSI also focused its attention on strengthening national NBI offices. National Offices will eventually be the centres at national level, where most of NBI related stakeholder and government activities converge. It is with this in mind that CBSI held nearly 60 national level NBI coordination meetings. Over 83 workshops were also held in which central, local and regional government authorities were engaged on NBI issues.

Furthermore, CBSI has adopted a flexible approach to utilize opportunities for engaging influential secondary stakeholders. Thus workshops with political parties (Sudan), diplomats (Mombasa workshop and in Sudan), opinion makers/religious leaders (Egypt, Sudan; Ethiopia) were conducted. Nile Day celebrations held at regional (3) and national (25) levels were officiated by the highest governmental leaders (e.g. the Presidents of Rwanda, Ethiopia, and

Burundi), mobilized large segments of government and non-governmental stakeholders, thereby creating broader outreach and awareness raising opportunities.

Wherever possible, CBSI has provided space for stakeholder inclusion in its activities. Thus immediately following its first Project Steering Committee (PSC) meeting, CBSI recognized the need for inclusion of representatives of civil society which happened in the subsequent 7 PSC meetings. Notwithstanding the limited implementation of actual investment projects on the ground, efforts were made to engage stakeholders in NBI investment projects. These consist of inclusion of civil society in investment Project Steering Committee and Working Group meetings. Cases in point are civil society representation in NELSAP Regional Trade and Agriculture Productivity Project pre-investment program and in the Eastern Nile Joint Multipurpose Program National Reference Groups.

Objective 3: Improved and inclusive participatory planning, management and development of water and water-related resources in NBI projects
<p><i>Medium-term Outcomes</i></p> <p>3.1 Increased integration of socio-development issues in NBI project planning</p> <p><i>Short-term Outcomes</i></p> <p>3.1 Formulated strategies, elaborated policies and built capacities for social development and gender mainstreaming in the NBI</p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> o Trend in NBI projects conducting social assessments, stakeholder and gender analysis

Achievements

Short and medium term outcomes

The objective “*Improved and inclusive participatory planning, management and development of water and water-related resources in NBI projects*” is one in which CBSI can claim biggest success. To start with, CBSI undertook revision of the original Project Appraisal Document and concluded that the social development and development communication dimensions needed strengthening. This idea was well received by NBI and the World Bank Nile Team. Consequently, social development officers were recruited and seconded to the Subsidiary Action Programs (SAPs). This was further followed by recruitment and seconding of development communication officers.

Capacity building of various SAP technical staff (e.g. water resource engineers, modellers, project managers, project coordinators etc) in social development was deemed a priority task to ensure these staff understood and appreciated

inclusion of social development variables in program design and implementation to meet international best practice standards in social and environmental safeguards. In the case of ENSAP, this work had already been initiated through DFID support that helped establishing a social development office. CBSI strengthened and streamlined this office, adding a development communication function. In NELSAP, both social development and communication functions had to be added on existing structures.

Key outputs

In ENSAP, over 5 regional social development capacity building workshops (average of 30 participants per workshop) in Egypt, Ethiopia and Sudan – involving a total of about 450 participants– were conducted. The workshops targeted National Coordinators of ENSAP projects (NPCs), Regional Project Coordinators (RPCs), Focal Persons and ENSAPT Members. Training themes included: introduction to the Millennium Development Goals, Social Development Summit, Social and Gender issues in NRM, stakeholder processes in project planning, methodologies for social data collection and analysis in project planning and conflict management and transformation, environmental management and development communication and result based system in project planning.

Similarly in NELSAP, 2 regional capacity building workshops were organized on introduction to social development aspects and adaptation to climate change through social development approaches. The workshops targeted TAC Members, Project Steering Committee Members, NELSAP Program Managers, and Regional Project Coordinators, numbering about a total of 120 participants.

The preparation of SAP projects was consolidated by substantial integration of social development issues. Thus TORs for preparation of SAP investment projects, as well as consultant inception, draft and final reports were all reviewed and critiqued by the SAP-based social development officers (about 50 such reviews in ENSAP and 27 in NELSAP).

Another set of outputs contributing to mainstreaming social development in SAPs concerned project specific secondary stakeholders mapping and analysis. Thus web-based data base of secondary stakeholders (DaNSS – Database of Nile Secondary stakeholders) along with a Stakeholder Involvement and Communication Strategy (SICAS) and a one System Inventory of Eastern Nile Socio-economic Profiles (OSI) were prepared for the JMP Launch and Identification phases.

Formulation, adoption and dissemination of relevant strategies and guidelines comprised another CBSI contribution to mainstream social development within NBI. Thus strategies and guidelines numbering 8 on public participation framework, stakeholder involvement in projects, gender mainstreaming, development communication for projects, NBI communication strategy, NBI National Coordination strategy, along with a SAP social analysis manual (SAM)

and a Rapid analysis of potential impacts of HIV for NELSAP projects were produced. The following table shows the status of the documents:

Document	Type	Status
1. Communication Strategy	Strategy	Developed and approved and in use.
2. Public Participation Framework	Framework	Submitted for approval.
3. National Coordination Strategy	Strategy	Approved. Under implementation.
4. Gender Mainstreaming Strategy	Strategy	Approved and in use at the SAPs
5. Gender Policy	Policy	Under Development to be ready for approval in early 2010.
6. Social Analysis Manual	Manual/Guide	Developed and in use at the SAPs
7. Rapid analysis of potential impacts of HIV for NELSAP	Guide	Developed and in use at NELSAP
8. Social Atlas	Manual	Developed in use at ENTRO

Development communication products including thousands of copies of NELSAP and ENSAP Newsletters featuring social development and current events were produced and disseminated. In a similar fashion, posters, projects fact sheets, brochures and related communication materials were also produced and distributed

Furthermore, networking with CSOs was an important engagement of SAP social development officers. In ENSAP this however was limited to engaging secondary stakeholders because most projects were at the preparation stages. In NELSAP, on the other hand, primary stakeholders associated with Small Scale Projects were engaged for early confidence building (e.g. LEAF, Sio Malaba Malakisi, Kagera and Mara).

Also, position papers elaborating selected and relevant NBI themes for broader reach were produced. These included 8 ENSAP papers on knowledge management, transboundary cooperation, climate change and public participation and benefit sharing. Support to and networking with research projects on the river Nile was another strategy for disseminating NBI approaches to Nile issues. Thus over 18 MA and Ph.D research undertakings at NB and non NB Universities

and researched institutes were supported/ networked with (UNESCO-ICH, ILRI, IWMI, universities from Holland , Germany, France, UK, Ethiopia, Sudan, Egypt).

4.2 Contribution to the NBI vision

CBSI has made appreciable contribution to the realization of the NBI vision. It has thus supported the emergence of *Nile-Basin wide* appreciation for cooperation which, though incipient, nevertheless laid pressure on riparian countries, governments and non-governmental actors alike, to cooperatively manage the shared Nile water resources for poverty reduction and ultimately turn the Basin into a zone of peace and regional integration. The achieved appreciation nevertheless posed a challenge as a broad array of non-governmental stakeholders developed heightened expectations for NBI to deliver quick tangible results in poverty reduction, promotion of economic growth and generation of employment opportunities. In response the Project had to exert additional efforts to manage stakeholder expectations i.e. the growing impatience regarding NBI delays in deepening the cooperation process (e.g. signing and concluding the CFA; embarking on joint, large scale investment programs; enhanced inter-riparian trade, mobility of capital and labour; etc.).

5. Mainstreaming and Sustainability

5.1 Transition arrangements and sustainability mechanisms

Project was implemented at three levels.

- Project Management Unit – was based at the Nile Basin Initiative Secretariat in Entebbe, Uganda. The PMU had the overall responsibility of regional administration and management of the project. This role will continue to be undertaken at the NBI Secretariat by former CBSI staff who have transferred to Nile-SEC as of January 2009. NBI has launched its Institutional Strengthening Project (ISP) to lay the foundation for a river basin commission, and one of the ISP components has the key CBSI functions of Public Participation and Communication.
- Sub-Regional Level – under NBI ISP process, the staff at the sub-regional offices became full time SAP staff and will continue to perform CBSI functions. This has ensured continuity and sustainability of project functions at this level. It can be construed as one of the big successes of CBSI to have promoted the adoption and institutionalisation of Social Development and Communication at the SAPs who have the mandate to projects planning and implementation. Foresight and guidance will need to be provided from the NBI-SEC to ensure that this process is not dropped by the SAPs. The Secretariat therefore need to position itself to be able to provide this support.
- National Level – the National project offices were administered by National Project Coordinators who in turn worked closely with the Government officials. In all the National Offices there is NBI Desk Officer who is a

Government employee and will continue to be responsible for the implementation of CBSI related activities upon project closure. This will only be possible if they find time for it away from their normal work as Government full time staff.

Furthermore there is need to clarify the structural linkages of NBI Secretariat and the National Offices. This is not clear at the moment and has consequences to the sustainability to the functions and the gains realised by the project. Lack of NBI presentation at the National levels with the departure of SVP National Project Coordinators leave a big vacuum with dire consequences to the image of NBI in the countries. Tendency of Governments to fall back to business as usual cannot be ruled out.

Project worked with network of Civil Societies and NGOs, given the practice of NBI Governments approach to public participation engagement with such organisation may not be possible in the future and need to be pushed from the NBI-SEC if the level of the momentum reached by CBSI is to be sustained.

The Nile Media Network chapters have registered as NGOs 4 countries (Burundi, Tanzania, Kenya, Uganda,) the registration of the regional chapter is underway. Once registrations are completed they will continue to exist as independent entities and will need to be engaged. This is only possible from the NBI-SEC given the practice in handling media in most of the basin countries.

The table below summarise the sustainability and mainstreaming:

Mainstreaming and Sustainability

	List of Outputs	Importance	Proposed Methodology	Responsibility	Timeframe
Networks and Goodwill	Project Steering Committee (PSC) – 18 members (2 from each NBI country)	Communication and Stakeholder involvement experts. Good links for NBI and external organizations in the region.	As necessary retain and involve PSC members in ISP study cycles.	Head SPM/ ISP Component 4	Life of ISP/NBI
	National Project Coordinators (NPCs) 9 (1 from each NBI country)	Have valuable knowledge of NBI and CBSI	NPCs are Resource persons at national level		
	Elders Forum	Important in sustaining NBI's visibility in the countries	Consult key members of Elders forum on NBI decisions. Especially the planning and implementation of SAP projects through Nile-SEC and SAPs	ED/SAP leaders	Life of NBI

	List of Outputs	Importance	Proposed Methodology	Responsibility	Timeframe
	Network of Lawyers (national Bar Associations)	Established organization of lawyers in all the NBI countries.	Consultation forum on legal issues. For Nile-SEC and SAPs	ED/Head of Component 4/SAPs	Life of NBI
	Transboundary Networks initiated through the Confidence Building Drawdown Fund.	Consultation groups/sounding platform on planning of transboundary projects.	Engage in river basin projects planning committees by SAPs	SAP Managers	Life of SAPs
	National Parliamentarians Forum	Important group in soliciting political good will for NBI.	Platform for Regional dialogue. Useful group in the consultations on CFA.	ISP Component 4.	LIFE OF NBI
	Nile Media Network	Resources to NBI for information dissemination and outreach in the basin and beyond.	Keep active through the National Chapters by NBI National Offices/Nile-SEC and SAPs	Communication Team/National NBI offices/SAPs	Life of NBI.
	National Consultants	Resources to NBI to provide consultancy services as necessary			
	Project Regional professional Staff (7)	Resource persons for NBI	Retain by NBI as necessary, and maintain contact with those leaving		

5.2 Assessment of Risks to Sustainability of Outcomes

Stakeholders will continue to be important for successful operations of NBI in the countries. Their involvement enhances ownership and understanding of basin issues.

- ***NBI Secretariat Level – Failure to allocate adequate resources to Social Development.*** In the life of CBSI the project had the resources to support activities across the basin. This will not be the case after the closure of the project. Social Development falling low on the priority list could lead to loss of support and guidance to the teams outside the Secretariat.
- ***National Level – lack of someone answerable to NBI at the National Offices at the end of the project has the potential of loss in active stakeholders' engagement.*** There will always be a tendency for Government staff to fall back to business as usual. The networks that have worked with the project will need to be kept engaged to have any meaningful contribution to NBI efforts. Space for Civil Society Organisations and NGOs may diminish given Government practices. Coupled with unclear structural linkages of the

National offices NBI – SEC communication between the two centres may be lost.

- ***Sub-regional level – Investment projects failing to adopt social development.*** Staff of the investment projects may not consider social development issues as priority. This has the risk of projects falling back to elitist approach to development planning and implementation. This approach could lead to investment projects facing opposition from civil society organisations. Oversight and guidance must be provided from the NBI–SEC to ensure that the SAPs adopt very participatory approaches in Projects planning development, and implementation.
- ***Delayed Investment Projects*** – based on the level of awareness raised by the project on NBI, further delay in the implementation of investment projects will erode the confidence on NBI as a serious organisation. This could lead to loss of interest by significant group of stakeholders in NBI. The NBI will then be seen as a talk shop that does not deliver on its promises. This would in the end lead to consequent negative publicity on NBI.

6. Finance and Procurement

6.1 Project costs and financing

The centralised approach to financial and Procurement Management was probably not the best approach for a project like CBSI that was a regional project with the bulk of activities implemented at national levels. Some autonomy to country offices in these areas would have worked better. However given the circumstances under which NBI operated with no legal recognition to do business in most the countries this was not possible. A management Services provider (UNOPS) had to be involved. Under this conditions project had to comply with the systems of the Management Services Provider.

In line with the design and the Project Implementation Manual (PIM) CBSI Finance service was to be supported by UNOPS Unit based at the NBI–Secretariat and SVP–Coordination Project also based at the Secretariat. Based on this arrangement the position of Regional Project Finance and Procurement Officer was downgraded to a national position with the title of Procurement and Administrative Officer (PAO). UNOPS unit at the NBI–SEC was dissolved in 2006 leaving only the SVPC Finance and Procurement Officer (FPO) who could not help much as he did not hold a UNOPS contract, but also left. CBSI PAO had to shoulder responsibilities of FO as well as support SVPC, Nile–SEC and SDBS not only in procurement but also in finance.

Purchase Orders (PO)s were raised by UNOPS – initially from New York and later Nairobi UNOPS Nile Unit. Transmission of documents between these Entebbe and New York posed a challenge as there was overreliance on courier services. Time zones differences in these two locations were equally difficult.

However all these were overcome when UNOPS established Project Support Unit in Nairobi. This eased communication closer and enabled more frequent consultations and support closer to the projects.

Financial Management at the start of the project was based on FASS (Field Administrative Support System) for which UNOPS had a support contract with an external provider based in India. The distance and differences in time zones posed a challenge in instances where immediate support was desired. Quarterly FMRs were produced based on this system. In April 2008 the Project Financial Management was fully integrated into the Atlas system that was adopted by UNOPS and other UN agencies.

Introduction of Atlas for Financial Management brought more control closer to the project but created new challenges for the National staff. The NPCs were now expected to play a more greater role in the procurement process besides their usual programme work. With no previous adequate training in procurement and finance it was quite a task for the NPCs. Coupled with lack of human capacity in financial and procurement management at the National offices to provide support, implementation of activities got delayed. This was a challenge the project had to live with throughout the implementation period.

The project operated an imprest Bank account which was shared by all SVP projects in Uganda. In countries where there were no SVP project PMUs there was dependence on other UN agencies mainly UNDP. Limited personnel with delegated authority to operate the account slowed the approval processes as only two Project Managers had delegated authority. This worsened when one of the Managers left in May 2007 leaving only the CBSI Project Manager with the delegated authority to operate the Bank account. Delegation of Authority for Lead Specialists based at the PMU arrived too late in the project when the staff had actually indicated the wish to leave the project.

Budgets: the table below shows the initial project budget allocation by Component.

Component wise Project Costs	Yr1(i)	Yr1(f)	Y2(i)	Y2(f)	Y3(i)	Yr3(f)	Yr4(f)	Yr5(f)	Yr6(f)	Total(i)	Total(f)
Component #1 Regional/ Sub-Regional/National Management	765,880	1,193,865	742,600	1,190,740	773,100	1,339,500	1,319,500	0	1,319,500	2,281,580	7,702,605
Component # 2 Public Information	146,750	190,500	186,350	244,700	186,350	244,700	244,700	244,700	244,700	519,450	1,414,000
Component # 3 Stakeholder Involvement	111,250	155,000	148,350	206,700	148,350	206,700	206,700	206,700	206,700	407,950	1,188,500
Component # 4 Confidence Building	161,250	205,000	223,350	281,700	298,350	356,700	356,700	356,700	356,700	682,950	1,913,500
NileSEC costs	0	0	0	0	0	0	0	0	0	0	0
PSA costs	94,810	139,549	104,052	153,907	112,492	171,808	170,208	170,208	171,808	311,354	977,488
Total costs (without contingencies)	1,279,940	1,883,914	1,404,702	2,077,747	1,518,642	2,319,408	2,297,808	8	2,319,408	4,203,284	13,196,093

Revisions: No major budget revisions were done in the life of project. However two amendments were made in the Grant Agreement majorly to extend the completion and closing dates of the project. At the initial stages there was a provision for NPCs and Mid-Level Professionals in only 6 countries with Short Term Consultants in the other 3 countries (Rwanda, Burundi and DRC). The deployment of the Consultants in the three countries was considered not viable and would have created disparity among the countries. It was therefore decided to recruit 9 NPCs (one in each of the countries).

The other area of revision involved Communication Specialists. In the initial design, the two Public Information Specialists were to allocate 50% of their time to SAPs. This arrangement was found to be inadequate as PMU based Communication team could not provide adequate support to the needs of the SAPs. This was changed and two SAP based Development Communication Officers (DCOs) were also recruited.

Costs of PSC: initially composed of one representative per country, but with inclusion of CS in the PSC, the number doubled – and instead of one annual meeting, it was decided that PSC should have 2 meetings per year.

Vehicles were increased by four: Egypt did not have due to taxation policy in the country. The project operated with a hired vehicle in the country.

Amendments to Grant Agreement

In December 2007 the Grant Agreement was amended mainly to extend the Project completion date to December 2008 and closing date to June 2009. In this revision the budget was split into two with one portion managed by UNOPS and the other portion directly managed by NBI-SEC. This was the beginning on the

thinking sustainability of the Project functions. New Communication Specialists in the project were hired this arrangement and their contracts were issued by NBI Secretariat as opposed to UNOPS in the past.

With the development and start of Nile Basin Institutional Strengthening Project it became again necessary to review the CBSI Grant Agreement to bring the completion and closing date of the project to 31 December 2009. The split in the budget management was maintained in this revision.

6.2. Financial Management

Challenges:

Delays in disbursements due to:

- Inadequate staffing, with consequent imperative delays in PO processing
- Inadequate DOA implied delays in signing whenever a signatory went on mission
- Before establishment of Nairobi-based UNOPS Nile Unit, difference in time zones imposed constraints on communication (Entebbe and NY)
- Inadequate support for the first system (FASS): lack of capacity to rectify system errors;
- NPCs lacked in-country support in financial and procurement management and had to shoulder the added responsibility
- Reliance on UNDP country offices where there were no SVP PMUs or UNOPS Office (Burundi and Rwanda). UNDP initially had no assigned desk officers to process UNOPS/NBI payments.

Change in FMS from FASS, to Atlas resulted in:

- Double-work in running two parallel systems. The two systems run in parallel for many months
- Inadequate training to staff to run new system whenever they were introduced.
- Too few people for the workflow process of Atlas to be effective.

Successes

- Timely reporting
- Unqualified audit reports
- Capacity to disburse around 90% of the grant
- Recruitment of FO shared with SDBS due to acknowledging the challenge of inadequate staffing.

Lessons:

- Proximity of PSA to field is essential to improved performance – the transfer of UNOPS Nile Unit from New York to Nairobi was a great idea.
- Financial management capacity at country offices should be provided.
- Assignment of dedicated finance staff is essential for timely processing

6.3. Procurement

Project followed sound Procurement and adhered to both UNOPS and World Bank Procedures in the procurement of goods and services. At the beginning of the Project it was quite tasking for one staff who also handled finances in addition to provision of support to other SVP projects operations in Uganda and the Nile Secretariat. To bring in efficiency this position was split into two to separate Finance from Procurement. The project operated under the following context:

- Respective responsibilities and mandates of UNOPS Nile Unit and PMU. Recruitment of consultants responsibility of UNOPS and treated as HR function.
- Manual system. While Atlas had the capability to run automated procurement process staff were never exposed to this and continued to use the manual process that required more process and took a lot of time.
- Raising POs as procurement function, this required additional hands as it is based on a workflow process.
- Nile-SEC Local Procurement Committee handling PMU procurements. PMU had to wait for the team to convene for procurement to proceed.

Challenges:

Delayed procurement due to:

- Inadequate staffing, a work flow system as in Atlas require more people the set-up in the project was not done with this in mind. It came in the middle of the project and caused delays in the procurement process.
- Inadequate in-country procurement support to CBSI staff at country and SAP levels (time required to collect all the necessary supporting documentation).
- Time-consuming manual posting as no capacity building was provided to run ATLAS Procurement Module

Successes:

- Unqualified procurement audits
- Over 90% disbursement of planned procurement plan

Lessons:

- Building country office capacity whenever new systems are introduced.
- Automating the procurement system would have eased time for delivery of activities.
- Need for clarity regarding the respective roles of HR and Procurement in recruiting short-term consultants

Table: Project cost by component (USD)

Component	Appraisal estimate	Latest formally revised estimate	Actual or latest estimate	% of appraisal estimate
Component 1			5,321,034	100
Component 2			1,350,840	100
Component 3			3,051,216	100
Component 4			1,130,411	100
TOTAL			10,853,501	100

Budget implementation by funding sources (USD) 000000

Source of Funding	NBTF		Other Partners		Country Contribution	
	Planned	Actual	Planned	Actual	Planned	Actual
Total Budgeted	11,56	11.56	N/A	N/A		
Total Disbursed	11,56	11,56				

Budget implementation by Category of the Grant Agreement (use the last amended category) (USD)

Category (according to Grant Agreement and Amended Agreement, if applicable)	Original Grant Amount	Latest formally revised grant amount	Disbursed	Committed undisbursed	Remaining	Remark
Goods			520,558			
Consultants' Services including Audit Fees and Agent's Fees			5,568,293			
Training and Workshops			2,711,613			
Operating costs			2,614,748			
			11,415,212			

Budget implementation by funding sources (USD '000s)

Budget implementation by Category of the Grant Agreement (use the last amended category) (USD '000s)

	Category	Amount of the NBTf Grant Allocated (US\$)*		Total Amount Spent (31 Dec, 2008)	Planned in 2009	Total Expenditure End of Project	% of Expenditure to be Financed
	Goods	286,273	100%	533,745	166,120	699,865	100%
	Consultants' Services including Audit Fees and Agents Fees	4,061,144	100%	2,824,197	-	2,824,197	100%
3	Training and Workshops	1,278,402	100%	1,873,962	672,700	2,546,662	100%
4	Operating Costs (UNOPS)	3,000,000	100%	1,834,296	682,600	2,516,896	100%
5	Unallocated	170,000	100%		-	-	100%
6	Goods, Consultant Services Including Audit, Training	2,572,181	100%	1,412,661	914,719	2,327,380	100%

	and Workshops (UNOPS)						
7	Consultant Services (NBI)	192,000	100%	83,289	-	83,289	100%
8	Goods, Consultant Services Including Audit, Training and Workshops (UNOPS) NBI **				561,711	561,711	100%
	Total	11,560,000	100%	8,562,150	2,997,850	11,560,000	100%

* Grant Allocation as per Amendment Letter of 18 December 2007

** Category to be Managed by NBI No allocation in the past

.7. Management Performance, Partnerships and Networking

Management: Centralised management at the PMU while the bulk of activities were implemented nationally coupled with underdeveloped communication infrastructure in the basin countries was a challenge throughout the project life. While the PMU sought to offer maximum support to activities at country levels, provision of adequate support was constrained by the time which PMU staff had to commit to administrative issues. Support to National staff was therefore limited, particularly in the areas of disbursement of funds to facilitate smooth implementation of activities. Compliance with the procurement procedures and standards effectively led to a situation in which national staff became administrators in addition to their primary role as implementers of programme activities. This was a major weakness of the structure that posed constraints to the effective implementation of project. Staff hardly had any time for reflections on their work.

Partnership: The project has built a strong base of partnership with like-minded organizations in the basin. The most important was perhaps the Lead Partners Working Group composed of Lake Victoria Regional Local Government Cooperation (LVRLC), UN HABITAT, Lake Victoria Basin Commission (LVBC), the Nile Basin Discourse (NBD), and East Africa Sustainability Watch (EASW). Others included networks that existed before the project while the project facilitated the establishment of some new networks, Nile Media Network (NMN), Regional Lawyers Network, Women Network and other Civil Society organisations.

Most of these partners are already in operation in various areas and sectors within the basin and will continue to be important for NBI in reaching out to stakeholders in the NBI countries. Linkages with them can be maintained by the NBI Secretariat, National Offices and the SAPs.

The partners have had great input into project activities as well as into reaching out to the communities within their constituencies with awareness raising on NBI and its activities. This role will continue to grow in importance to NBI as NBI communication efforts move towards reaching the people affected by investment projects.

7.1 Risks and Assumptions

Analysis of Risks and Assumption at Project design and implementation are tabulated below

Critical Assumptions	Analysis
Continued political and financial commitment to the Nile Basin Initiative by the ten riparian states	Due to raised level of information and knowledge Commitment to NBI increased, this was demonstrated by the DR Congo that had not made its remittance over many years paid at once all its outstanding arrears.
Continued donor support	Donor support was good. At the start of the project there was only USD 4.5 million available. This was raised to USD11.56 million for the full project.
The Nile riparian governments agree on the planning implementation and monitoring of the project	The project was well received by the Governments of the basin who provided offices for all the Nation Project Coordinators.
Stakeholders from both the public sector and civil society at large are willing to actively participate in and collaborate with the project	Stakeholders were more than willing to participate in project activities; however the project lacked the adequate capacity for outreach services. Location of the National Offices in the capital cities of some countries was also a drawback to reaching out people in the basin e.g. in Cong the office was in Kinshasa over 2000 km from the basin.

Analysis of Assumptions Revised Project Logframe.

Critical Assumptions	Analysis
Governments appreciate the benefit of cooperation and information sharing	Though the level of awareness and information sharing is on the increase. There still exist doubts on the real benefits of cooperation.
Non Governmental organisations will be willing to participate and engage	There has been good response from organisations; however there is a

effectively on NBI issues and its programmes.	feeling among many of them across the basin of NBI being a talk shop. Too many meetings, projects planning take forever.
Governments and populations appreciate each other and interact freely on Nile Issues.	This has started. Networks established during the Project life have offered opportunities for dialogue and free discussions.
NBI programme staff will be willing to appreciate and adopt Social Development as a pre-requisite for projects planning and implementation.	Adoption level is still low. Efforts by the project have raised the importance but more effort still needed for full adoption of the process.
Cross boarder neighbours will be willing to freely interact with one another in an atmosphere of mutual understanding.	There was good response from the neighbouring countries. Most remarkable is the meeting held between DR Congo and Uganda.
Media houses willingness and commitment to report facts on NBI and its programmes.	Project intervention to establish the Nile Media Network helped change the thinking in the media across the basin. Level of factual reporting on NBI has improved compared to the situation at the start of project.
Stakeholders ready to accept and appreciate the benefits of cooperation.	There is raised levels of expectation but real benefits yet to be realised.

7.2. Disposition of project assets

In line with the Project Implementation Manual and as approved by the Nile TAC disposal of project assets is as indicated in *Annexe 13*.

8. Lessons and Recommendations

Implementation of this project has offered rich experience and learning to the project team, Governments and other stakeholders who were engaged in the process. CBSI was unique in its nature and proved the important contribution stakeholder can make in the cooperation over the management of a shared natural resource. In implementing the project the following lessons were learned:

1. Project Set-up

Financial Management system required more hands than was specified in the project documents. National offices got overburdened with administrative tasks that took time away from core programme functions.

Transition from FASS to Atlas caused problems.

Recommendation

- Project support and systems should be decided early and orientation given to the relevant staff.
- Nile Basin Initiative should develop and adopt its own financial management systems.
- Decentralise Financial Management closer to implementation centres e.g. country offices.

2. Confidence Building

Confidence Building over a shared resource takes time and success is hard to measure; is affected by processes beyond the control of a single project (e.g. CFA).

Recommendation

- Draw clear parameters/ definitions of indicators for Confidence Building at the design stage that are within the control of a project.
- Open Confidence Building issues to public dialogue to defuse country positions in a shared resource.

3. Opinion Survey

Opinion Survey was undertaken late in project life; helped in focussing communication efforts.

Recommendation

- Conduct opinion surveys early in the project to focus design.
- Opinion surveys should be conducted once every two years.

3. Networks and Partnerships

Networks and partnerships are important and supported our outreach and dissemination of information to stakeholders.

Meeting expectations of Network members was a challenge to the project. Networks that the project facilitated their establishment looked upon it for their sustainability.

Recommendation

- Define early before engagement the objective of a partnership.
- Find out about existing Networks before you support the establishment of new ones.
- Put in place sustainability of new Networks.

4. Emphasis on Social Development early in the development process

Adoption of SD by SAP project staff took long to pick-up in the NEL region compared to the Eastern Nile where this had started before the start-up of CBSI. Staff joined projects by virtue of technical expertise in areas other than SD. Good orientation and induction is necessary.

Recommendation

- The induction programme for staff should include SD issues.
- Put in place a Framework for SD so that projects develop implementation guides on SD.

5. Inadequate Knowledge and information across the basin

Inadequate information and knowledge among NB populations on one another and on Nile issues led to mutual stereotyping and tensions. Transparent and clear information disseminated through the right channels is a key ingredient in confidence building.

Recommendation

- A baseline/opinion survey should precede networking and communication activity design
- Invest more in the use of local FM radio stations for information dissemination.

9. Way Forward

The importance of stakeholders engagement in the development and management of a shared natural resource proved to be critical in implementing CBSI. Issues of sovereignty can only be dealt with through trust among neighbours. This only possible if the citizens of the nations that share resource have opportunities to come together to demystify myths common over shared resource. CBSI has made positive move in establishing platforms for people across the basin to come together and freely discuss issues that affect them. The level of momentum reached by the project need to be sustained by NBI

Key remaining Tasks

- **Sustainability** – there was no clear exit strategy in place at the design of the project. Issues of sustainability may not have been addressed full. Particular attention need to go to the National Offices where CBSI Project Coordinators played a significant role in building the image of NBI. Having been directly accountable to NBI through the Project Manager it was easy for staff to work with the NGOs and Civil Society Organizations, this may not be the case when the offices fully revert to management by the NBI Government Officials.

- **Knowledge Building and Management** – a lot of knowledge has been generated during the implementation of not only CBSI but all SVP projects. NBI can learn a lot and enable other people acquire this knowledge if it is properly managed. NBI therefore needs to move fast in the establishment of knowledge Management Unit.
- **Communication of Results** – NBI faces the challenge of demonstrating relevance to the basin populations. This can only be attended through clear communication of results from its work in simple packages in a less technical language. Putting human face to reports has the power of bringing the messages closer to the people. The innovations of Nile Story, SVP Story should be done more regularly to bring the testimonies of the basin populations on the real benefits emanating from NBI's work.
- **Gender Mainstreaming** – as part of Social Development CBSI initiated Gender Mainstreaming in NBI. Gender Policy is being developed and will need to go through the approval process and move to implementation. Resources need to be dedicated to Gender issues otherwise the entire ideas may fall in the cracks. Very Common tendency in many inter Governmental Organizations.
- **Mechanisms for Operations at National Levels** – challenges faced by the Project operations at national levels has been a good learning experience, and calls for the establishment of a mechanism that will allow the national offices some level of autonomy in Finance and Procurement Management. Good financial system need to be developed and the capacity of national offices enhanced to run it. Establishment of Bank Accounts in the countries would help solve the delays in settling suppliers invoices. We earned a bad name due to length of time it took to settle bills due to the long processes that were followed in the disbursement of funds during the implementation of CBSI.

Annexes

ANNEX 1 – PROJECT LOG-FRAME

Results	Indicators	Assumptions and Risks
<i>Goal:</i>		
<i>Impact:</i>		
<i>Increased communication, trust, involvement and cooperation among NB governments and populations.</i>	Number of functioning bilateral and multilateral protocols and agreements among NB countries	Political and environmental climate in the region remain favourable for cooperation over the issues of the Nile.
	Evidence of involvement of civil society and private sector at the community, national and regional levels in decision making related to water in the Nile Basin region	
<i>Objective I: Enhanced mutual trust among NB governments and populations fostered by increasing information, knowledge sharing, exchange and dissemination about NBI issues</i>		
<i>Medium-Term Outcomes:</i>		
1.1. Enhanced mutual trust among NBI governments and populations	Change in government response to SAP requests for data and information	Governments appreciate the benefit of cooperation and information sharing
1.2. Increased support to NBI by NB nongovernmental stakeholders.	Change in no. of alliances fostered with civil society organizations	Non Governmental organisation will be willing to participate and engage effectively on NBI issues and its programmes.
<i>Objective ii: Enhanced public ownership of the NBI through increased public consultations and stakeholder involvement in NBI program and project planning, implementation and monitoring and evaluation</i>		
<i>Medium-Term Outcomes:</i>		
2.1 Increased riparian public sense of ownership of NBI	Change in no. and diversity of national and regional networks and platforms for dialogue on NBI issues	Governments and populations appreciate each other and interact freely on Nile Issues.

Results	Indicators	Assumptions and Risks
<i>Objective iii: Improved and inclusive participatory planning, management & development of water & water-related resources in NBI projects</i>		
Medium-Term Outcome:		
3.1. Increased integration of social development issues in NBI project planning	Trend in NBI projects conducting social assessments, stakeholder and gender analysis	NBI programme staff will be willing to appreciate and adopt Social Development as a pre-requisite for projects planning and implementation.
Short-Term Outcomes:		
1.1 Enhanced mutual knowledge and understanding among NB populations	Trend in cross-border natural resource-based conflicts	Cross boarder neighbours will be willing to freely interact with one another in an atmosphere of mutual understanding.
1.2 Enhanced image of NBI in NB Countries	Trend in media coverage	Media houses willingness and commitment to report facts on NBI and its programmes.
2.1. Oriented and canvassed key governmental and nongovernmental stakeholders for engagement with NBI	Trend in canvassed stakeholders participating in subsequent NBI events	Stakeholders ready to accept and appreciate the benefits of cooperation.
2.2. Institutionalized public consultations on, and stakeholder involvement in, NBI processes	Change in no. and frequency of public consultations on NBI investment projects	NBI and its constituents ready and willing to adopt public consultation as a framework for development planning.
3.1. Formulated strategies, elaborated policies and built capacities for social development and gender mainstreaming in the NBI	Number of NBI projects internalizing participatory and gender sensitive project design	NBI projects staff ready and willing to appreciate and adopt policies on social development and gender mainstreaming as integral part of projects planning and implementation.
Outputs (with main activities):		
1.1.1. Enhanced interaction and dialogue among riparians achieved	Number and composition of transboundary forums sponsored by CBSI	Riparians will be willing to freely interact to discuss NBI issues.

Results	Indicators	Assumptions and Risks
1.1.1.1. Convene cross-border and regional workshops and forums for consultations and knowledge and information sharing		
1.1.1.2 Sponsor through CBDF prioritized transboundary activities proposed by nongovernmental stakeholders		
1.1.1.3. Organize cross-border and regional exchange visits among government officials		
1.2.1. Improved communication products about NBI and its programs and projects in NB	Number of new and improved communication products disseminated	There exists capacity within the project to produce communication materials.
1.2.1.1. Develop and implement NBI communications strategy		
1.2.1.2. Organize cross-border and regional exchange visits among government officials		
1.2.1.3 Produce and disseminate NBI communication materials		
1.2.1.4. Monitor and promote favourable media coverage of NBI/SVP/SAP		
1.2.1.5. Convene regular briefing meetings for media people at national level		
1.2.1.6. Facilitate participatory monitoring and evaluation visits by national media people to SAP/SVP project sites		
1.2.2. Synchronized SAP and SVPP country level workplans, operations and communication at country level achieved	Frequency of coordination and mutual briefing meetings at National NBI Offices	Demands on SVP and SAP projects staff allows room for sharing and complementing one another.
1.2.2.1. Strengthen National NBI Offices		

Results	Indicators	Assumptions and Risks
1.2.2.2. Facilitate regular SVP/SAP coordination meetings at National NBI Offices		
1.2.2.3. Facilitate mutual exchange and sharing of SVPP and SAP reports at country level		
1.2.2.4. Facilitate participatory monitoring and evaluation visits by national media people to SAP/SVP project sites		
2.1.1 Collaboration with NBI stakeholders achieved	Number of joint activities in CBSI total project activities and diversity of stakeholders	Stakeholders ready and willing to collaborate with one another and NBI
2.1.1.1 Undertake mapping and analysis of non-governmental secondary stakeholders		
2.1.1.2. Organize forums to sensitise and network with identified non-governmental stakeholders at country level		
2.1.1.3. Organize joint NBI-related activities with nongovernmental stakeholders		
2.1.1.4. Facilitate networking and linkages among non-governmental stakeholders at country, SAP and Basin-wide levels		
2.1.1.5. Convene National Confidence Building Forums to sensitise public opinion leaders, school teachers and other duplicators on NBI		
2.2.1. Space for interface between NBI Governmental and Non-Governmental Stakeholders availed	No of forums, and no. and diversity of participants	Government and Non Governmental Stakeholders willing and ready to accommodate one another
2.2.1.1 Organize forums on NBI issues for interface between governmental and nongovernmental stakeholders		

Results	Indicators	Assumptions and Risks
2.2.1.2. Formulate and seek governmental approval for NBI Public Consultations Framework		
2.2.1.3. Incorporate non-governmental stakeholders as Members of CBSI Steering Committee		
3.1.1. Social development dimensions incorporated in NBI project preparation, implementation, monitoring and evaluation	No. of key social development issues identified and inputted by CBSI Lead Specialists into project planning documents	NBI programme staff will be willing to appreciate and adopt Social Development as a pre-requisite for projects planning and implementation.
3.1.1.1. Initiate social assessments, stakeholder mapping, and gender analysis for all NBI projects		
3.1.1.2. Formulate and implement SAP project-specific stakeholder consultation strategies and plans		
3.1.1.3. Input stakeholder involvement and social development issues into various documents of NBI SAP and SVP interventions (PIDs, PCNs, TORs, PIP, etc.).		
3.1.1.4. Convene regional, national and local stakeholder consultation forums in contribution to planning of SAP projects		
3.1.1.5. Establish mechanisms and procedures for participatory monitoring and evaluation		
3.1.2. Capacity of NBI Staff and Related Government Officials in Social Development augmented	No. of participants, and no. of issues covered	Target groups will be willing to participate in workshops and learn.
3.1.2.1. Organize workshops on social development		
3.1.2.2. Conduct capacity building on SAP and SVP project-specific SD issues		

Results	Indicators	Assumptions and Risks
Produce manuals, guidelines, and policy notes for integration of social development issues		

ANNEX 2 – KEY PERFORMANCE INDICATORS OF PAD)

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
Goal:	Sector Indicators:	Sector / Country Reports:	(from Goal to Shared Vision)
Ensure Nile Basin water resources are developed and managed in an equitable sustainable manner to support the achievement of sustainable socio-economic development in the region.	Increasing levels of regional cooperation and coordination through the Shared Vision Program's seven regional projects	Nile Secretariat's Annual Report	Continued political and financial commitment to the Nile Basin Initiative by the ten riparian states
			Continued donor support
Project Development Objective:	Outcome/Impact Indicators:	Project Reports	(from Objective to Goal)
To develop confidence in regional cooperation under the Nile Basin Initiative (NBI) and ensure full stakeholder involvement in the NBI and its projects.	Increased awareness and understanding the NBI	Qualitative research and media monitoring	The Nile riparian governments agree on the planning implementation and monitoring of the project
	Strengthened partnerships within riparian countries across a range of different groups including civil society groups	Comparative evaluation of quantity and quality of interchange between government and civil society	Project component work plans and financial arrangements for the project are in place
	Increased trust across the region and support for regional cooperation under the NBI	Qualitative research and media monitoring	Stakeholders from both the public sector and civil society at large are willing to actively participate in and collaborate with the project
			Sufficient donor funding to establish and run national offices
Output by Component	Outcome/Impact Indicators	Project Reports	(from Outputs to Objective)
Component 1: Implementation and Facilitation		Annual project report– including project monitoring and evaluation	All Nile countries ready to participate in project

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
1.1 Project set-up	1.1 Project Steering Committee and PMU and national offices set-up and functioning effectively. SVP and SAP projects benefit from sub regional staff	1.1 Annual project reports	1.1 Qualified and motivated staff and other resources are available in the region
	1.1 PMU, sub-regional staff and national offices communicate effectively through NBI network and Internet	1.1 Annual project reports	1.1 Office space provided by ENTRO and NEL-CU for the seconded stakeholder/confidence building specialists
	1.1 Projects across the NBI use information in regularly updated project databases		
1.2 Regional coordination within PMU	1.2 Steering Committee and National Coordinator meetings provide guidance and coordination	1.2 User surveys of databases on NBI website	1.2 Private sector firms or NGOs in the region have the capacity to carry out baseline research and media monitoring in all basin countries
	1.2 M & E increases project efficiency and effectiveness	1.2 Meeting minutes	1.2 SVP and SAP coordinated committees are set up and working effectively
	1.2 Effective information sharing and coordination with other SVP and SAP projects	1.2 Project reports, media monitoring, qualitative baseline research	
		1.2 Meeting minutes, annual and quarterly project reports	
1.3 Regional management within the PMU	1.3 Increased capacity and effectiveness of strategic planning at regional and sub regional levels	1.3 Annual project reports including work plans	1.3 Baseline research completed to integrate in strategic planning

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	1.3 Staff understand project goals and objectives	1.3 Annual project reports, staff performance evaluations	1.3 Qualified local consultants can be contracted to carry out activities
	1.3 Decentralized staff and limited country programs implement effective programs to raise awareness, involve stakeholders and build confidence in the NBI	1.3 Annual project reports, qualitative research	
	1.3 Reporting and analysis lead to ongoing program improvement	1.3 Annual strategic plans, quarterly and annual project reports	
	1.3 Draw down facility effectively and efficiently provides funding for regional and sub regional project initiatives	1.3 Annual project reports show increasing number and quality of funding proposals received	

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
1.4 Country level contributions to regional coordination and management	1.4 Effective coordination with other SVP and SAP projects	1.4 Coordination meeting minutes	1.4 Qualified national office staff are recruited and retained
	1.4 National offices contribute to M &E leading to improvements in national programs and broader impact of country level activities	1.4 Semi-annual national office report, country-level media monitoring reporting	
	1.4 Increased capacity and effectiveness of strategic planning at national level	1.4 Semi-annual national office reports including work plans	
	1.4 Increased capacity of national level staff to implement project component activities	1.4 Semi-annual national office reports, staff performance evaluations	
	1.4 National level reporting and analysis leads to ongoing program improvement	1.4 Semi-annual national office reports, media monitoring reports	
Component 2: Public Information			
2.1 Regional PMU role in public information	2.1 Effective sub-regional communications strategies, developed, implemented, evaluated and adjusted	2.1 Annual and quarterly project reports	2.1 Effective coordination between project PMU and Nile Secretariat on website development and maintenance
	2.1 Baseline research, current media monitoring, and up to date project materials available on NBI website and used by SVP and SAP projects to assist them in developing information materials	2.1 Surveys of use of baseline research, media monitoring; NBI website user surveys	2.1 Generic NBI information will be useful across cultural and language groups
	2.1 Information kits produced in five basin languages and distributed widely, helps to improve awareness and understanding of NBI	2.1 Survey of information kit distribution, use and effectiveness; qualitative research	

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	2.1 Regularly published and widely distributed NBI newsletter leads to better coordination across the NBI and greater understanding of the NBI among key stakeholder groups	2.1 Project newsletter reader surveys, qualitative research, media monitoring	2.1 Good coordination, information sharing across SVP and SAP programs at regional, sub-regional and national levels to facilitate information gathering for newsletter
	2.1 Production of theatre, radio or TV productions on NBI-related issues leads to increased understanding and awareness of NBI	2.1 Theatre productions or radio/TV broadcasts/ audience surveys; qualitative research	2.1 Partnerships can be developed with national radio/TV stations and/ or arts groups to develop, produce and distribute productions
	2.1 Positive media coverage generated through briefings, events, competitions leads to increased understanding and awareness of NBI	2.1 Media monitoring reports, qualitative research	2.1 Media activities are not overwhelmed by negative stories/issues relating to Nile cooperation
	2.1 Training activities increase the capacity of project staff, government departments and NGOs to carry out communication activities	2.1 Training evaluations	
	2.1 Subsidiary action program projects effectively communicate their messages to key audiences through support from CBSI project	2.1 Activity evaluation reports, media monitoring, qualitative research	2.1 Subsidiary action program projects provide budget support for production of public information materials or organizing media events related to their projects
2.2 Public awareness at the country level	2.2 Effective national communications strategies, developed, implemented, evaluated and adjusted	2.2 Semi-annual project reports including work plans	2.2 National offices are established and qualified and motivated staff are available
	2.2 Stakeholder groups are better informed and more supportive of NBI initiatives after being exposed to information materials or participating in activities	2.2 Media monitoring, activity evaluations, qualitative research	

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	2.2 Increased effectiveness of national M & E as media monitoring is supplemented and verified at national level	2.2 Monthly national office reports	
2.3 Public information support at country level	2.3 Public information materials support stakeholder involvement and confidence building project components and national NBI office	2.3 Reports on information material usage, distribution and effectiveness	2.3 Effective coordination between project components
	2.3 Positive media coverage resulting from national office assistance provided to other SVP and SAP projects	2.3 Media monitoring reports	2.3 Other SVP, SAP projects contribute budget resources toward organizing media events
2.4. Public information training and advisory services on demand	2.4 Increased capacity in communications due to training and advice provided to NBI office, involved Ministries, other SVP & SAP projects	2.4 Training evaluations, monthly national office reports	2.4 Involved Ministries, other projects are willing to contribute to training cost such as providing a location
Component 3: Stakeholder Involvement			
3.1 Regional PMU contributions to Stakeholder Involvement	3.1 Increased complementarity of regional and national programs	3.1 National and sub-regional reports	3.1 Effective exchange and coordination between regional, sub-regional, and national is possible
	increase of innovative methods to expand stakeholder involvement	Reports on best practice workshops	
	increased awareness of participation as a policy issue	Minutes of NBI Technical Advisory Committee meetings	Interest on the part of government and civil society in country
3.2. Situation Analysis of country participation activity	3.2 Increased awareness within NBI of ongoing participation programs	3.2 Production of Situation Analysis Report	3.2 Information is available

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	Increased awareness within CBSI and NBI of critical gaps in country participation action	Level of SA use and discussion by donors, NGO's and government on partnerships and gaps as indicated in quarterly reports	
	Identified gaps that diminish participation are addressed	Joint actions and workshops of involved organizations, and reports of these organizations	
3.3. Strengthen Participation policy and practice	3.3 Increase quantity and quality of participation practice among NBI related ministries	3.3 Annual project reports	3.3 Leadership within ministries support this initiative
	SAP programs adopt substantive approaches to participation	Number of requested training programs in participation increase	CBSI can collaborate with SVP Training Project
	Increased interest from NGO's and civil society to work as partners with government and not simply as beneficiaries	SAP project reports with documented involvement of women and vulnerable groups	Civil society and NGOs have enough confidence in Government and SAP intentions to take time for partner oriented participation activities
		Qualitative research and media monitoring	
3.4. Support Development of Formal Stakeholder Engagement	3.4 Workshops held to discuss differences of impact between ad-hoc and systemized stakeholder engagement	3.4 Donor and NGO reports	3.4 Ongoing interaction of government with active civil society organizations

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	Establishment of formal mechanisms for participation between national governments and their civil societies in several countries, with interest in others	Media reports and annual project reports	
3.5. Establish Networks of Stakeholder Forums	3.5 increased interest in standardization of formal mechanisms for participation across region	3.5 Baseline research on changes in attitude	3.5 Interest of all parties
	Stakeholder Forums and viable networks are established over first phase of project, and increase in number over second phase of project	Annual project reports Media reports	Good dissemination of information for start-up
	Increased use of four-point participation approach for effective problem solving by NBI related ministries, SVP, and SAP.	Documentation of dissemination by qualitative research	Willingness of sponsors to support this more substantive process
	Increased focus on collaboratively defined actions that contributes to more equitable development and reduction in poverty	Media reports and project quarterly reports	Combination of expert analysis and reports with participatory Forum analysis essential for success
	Increased consideration and use by government and SAP programs of solutions proposed by Forums	Qualitative research assesses influence of these Forums on policy and programs	
3.6. Participation Training and Advisory Services on Demand	3.6 Increasing number of training programs requested	3.6 Annual and quarterly project reports	3.6 Willingness to pay for training and advisory sessions
	More substantive participation approaches subsequently utilized in investment programs and policy discussions		

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
Component 4: Confidence Building			
4.1. Regional PMU contributions to confidence building	4.1 Procedures for selection and funding of Draw-down proposals facilitate quick, efficient action	4.1 In-house six-month review and annual report	4.1 Receipt of proposals that are of sufficient quality to fund
	Support to bi-annual Nile Conference increases external funding and expansion of event	Conference Report	Collaboration with the Socioeconomic Benefits Project
	Workshops that identify success/achievements lead to further initiatives on more difficult issues	Quarterly reports	
4.2. Sub-Regional and National Planning for Confidence Building	4.2 Sub-regional/national planning process established for CBSI staff	4.2 Confidence building work plan established	4.2 Willingness of other projects and donors to fund further activities
	Funding for Confidence building increased by funding partners	Selection criteria for Confidence building Draw-down fund established	Number of meetings will be enhanced if use of Bank's Global Learning Centres are consistently available
		Increase reported in quarterly and annual reports	
4.3. Sub regional and country efforts to build confidence and trust among the parties	4.3 Exchanges, field trips, and tours changes ideas/builds personal relations among groups from neighbouring countries	4.3 Qualitative research: before and after participant survey of ideas and attitudes	4.3 Support of national governments is assumed for these activities
	Increased societal support to NBI through linking of confidence building activity with societal values	Before and after participant surveys can indicate shifts or changes in perception	All three stakeholder groups---decision-makers, opinion-makers, and local riparians will be involved
	Increased media coverage on societal support and compacts needed to expand NBI success	Level of media coverage and information channel dissemination	press and radio will be available for adequate coverage

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluation	Critical Assumptions
	Sub-regional and national confidence building festivals enhances belief in 'rationality of cooperation'	Qualitative research---attitudinal change	Festivals will be used to initiate reflection on important aspects of a society's culture---e.g. equality, care of poor people, etc.
4.4. Building Confidence in the Task	4.4 Easier technical initiatives are easily solved (success widely disseminated)	4.4 Project reports	4.4 Close collaboration with technical projects to select 'low-hanging fruit'
	Increased willingness of government and NBI projects to take on the more difficult issues	Survey and reports on types of workshops, forums, conferences	Difficulty and success are both expanded as diverse groups of stakeholders are brought together to discuss their own perceptions concerning a particular issue
	Increased funding from outside partners as success expands	Funding amounts reported	
4.5. Confidence building Training and Advisory Services	4.5 Increasing number of training programs requested	4.5 Annual and quarterly reports	4.5 Willingness to pay on part of client
	More substantive confidence building approaches subsequently utilized in sub-regional initiatives	Increased integration through linking of sub-regional initiatives to regional and national actions	

Annex 3

Results achieved by outcome and output: 2006-2009

	Targets		Results Achieved	Gaps left and Reasons
	Planned	Revised		
<i>Short-Term Outcome 1.1 Enhanced mutual knowledge and understanding among NB populations</i>				
Output 1.1	<ul style="list-style-type: none"> • Establish one Basin-wide media network • 10 regional and cross border workshops/forums • 9 National NBDF preparatory workshops • 9 National elders workshops • 1 regional + 9 National Parliamentarians workshops • 1 regional lawyers forum • 1 regional women workshop + 18 National • 1 regional + 72 national NGO workshops • 3 Regional + 24 National Nile Day Celebrations • 4 CBSI PSC meetings • 	<p>No cross border meetings in 2008 & 2009</p> <ul style="list-style-type: none"> • 3 CBSI PSC meetings 	<ul style="list-style-type: none"> • 7 cross-boarder workshops • 2 Nile Basin Development Forums conducted • 9 National NBDF preparatory workshops • 1 Regional Media network established + 9 national Chapters • 1 regional Elders Forum + 9 National w/shops • 1 regional Parliamentarians forum + 9 national • 1 regional lawyers forum + 3 National • 1 regional women workshop + 29 National • 23 National Youth and Teachers workshops • 1 regional CBDF forum • 77 national NGO forums • 1 regional Dams workshop • 5 Trans-boundary NELSAP Stakeholders Consultative forums facilitated • 3 Regional + 24 national Nile Day Celebrations • 3 EN JMP RPC Regional Parliamentary Committee exchange visit in Ethiopia and Sudan • 6 CBSI PSC meetings • 38 Relevant international days organized at national level 	
Output 1.2				

	Targets		Results Achieved	Gaps left and Reasons
<i>Short-Term Outcome 1.2 Enhanced image of NBI in NB Countries</i>				
Output 2.1			8 Regional NMN meetings + 54 National Chapters meetings	
Output 2.2 Increased media coverage about NBI			<p>1580 Newspaper articles (Egypt – 400, Burundi – 100, Rwanda – 160, Sudan – 700, Uganda – 200, Kenya – 300, Tanzania – 30, Ethiopia – 100, DRC – 80)</p> <p>97 NPC/TAC Radio appearance (Egypt – 7, Burundi – 20, Rwanda – 20, Sudan – 6, Kenya – 20, Uganda – 18, Tanzania – 20, Ethiopia 6)</p> <p>– 63 TV NPC/TAC appearances (Egypt – 8, Burundi – 10, Rwanda – 6, Sudan – 7, Kenya – 6, Uganda – 3, Tanzania – 15, Ethiopia 8)</p> <p>– 325 TV Coverage (Egypt – 50, Burundi – 50, Rwanda – 20, Sudan – 60, Kenya – 40, Uganda – 30, Tanzania – 15, Ethiopia 40)</p> <p>– 700 Radio Coverage (Egypt – 100, Burundi – 100, Rwanda – 40, Sudan – 120, Kenya – 80, Uganda – 110, Tanzania – 30, Ethiopia 80)</p> <ul style="list-style-type: none"> • 30 radio drama (Egypt) 	
Output 2.3 NBI communication products (website, newsletter, documentaries, promotional materials (bags, caps, street banners,			<ul style="list-style-type: none"> • 3 websites (SEC+ 2 SAPS) + 1 National (Rwanda) • 3 Newsletter titles (SEC+ 2 SAPS) + 1 National (Rwanda) • 11000 T-shirts; 5000 bags; 8600 Caps • 200 Street banners, 1 billboard, 1000 pens 500 cups, 9000 NBI fact sheets, 4000 posters, 	

	Targets		Results Achieved	Gaps left and Reasons
			5000 pamphlets, 7000 Children materials <ul style="list-style-type: none"> • 6 re-usable roll ups, 48 tear drops. • Newsletters- 60,000 (Nile-SEC), 5000 (ENSAP), 7000 (NELSAP) • Brochures/flyers -10,000 Nile story; 5000 cooperation on the Nile • 7 Video documentaries- Burundi - 1, Uganda - 2, Kenya 4 • 9 sponsored Radio programs (8 Sudan, 1 Burundi. 2 Ethiopia) • 5000 SVP story magazine • 90 radio spots, 66 TV spots. • 2200 Radio announcements (Nile Media Award, Nile Day) • 5200 Annual reports (2006, 2007, 2008, 2009) • Proceedings Reports (2000 2006 Parliamentarian workshop report, 500 NDBF2006 proceedings 500 NDBF 2008 proceedings) • Occasional Papers (400 copies of 5 ENSAP themes) 	
Short-Term Outcome 2.1 Oriented and canvassed key governmental and non governmental stakeholders for engagement in NBI				
	20 meetings per country and 6 Regional forums for academia, artists, NEL Councilors, Parliamentarians			
			<ul style="list-style-type: none"> • 83 Workshops for central, local (81) and regional (2) Authorities (Egypt 30, Rwanda 12, Sudan 5, Kenya 12, Uganda 5, Tanzania 7, 	

	Targets		Results Achieved	Gaps left and Reasons
			Ethiopia 7, DRC 3) <ul style="list-style-type: none"> • 2 National Workshops for diplomats (Burundi, Sudan) • 1 meeting for Political parties and groups (Sudan) • 9 national mapping and analyses of NBI secondary stakeholders + 1 regional • 3 religious leaders' workshops (Egypt) • 5 National NBI offices needs assessment • 9 National NBI offices strengthened (Equipment) • 42 National Coordination meetings (Egypt 4, Burundi 4, Rwanda 6, Sudan 6, Kenya 10, Uganda 3, Tanzania 4, Ethiopia 5) 	
Short Term Outcome 2.2. Institutionalized public consultations on, and stakeholder involvement in, the NBI				
			<ul style="list-style-type: none"> • 1 Regional workshop on NBI public consultation framework • 8 National Public Opinion surveys • 10 opinion leaders workshops 	
Short Term Outcome 3.1 Formulated strategies for elaborated policies and built capacities for social development and gender mainstreaming in the NBI				
			<ul style="list-style-type: none"> • 4 NBI Gender Task Force meetings • NBI Gender Mainstreaming Strategy/policy • NELSAP Gender strategy/policy • Draft NBI Stakeholder Strategy • EN JMP Stakeholder Involvement Strategy • Draft NELSAP Social Analysis Guidelines • Draft NBI public 	

	Targets		Results Achieved	Gaps left and Reasons
			<p>participation framework</p> <ul style="list-style-type: none"> • 3 NBI Communication Strategies (Nile-SEC, NELSAP, ENSAP) • 7 IDEN projects –Social development inputs in projects documents have been provided for the NELSAP three River Basin projects and the Lake Fisheries project. • Draft NELSAP Gender mainstreaming strategy elaborated • Draft Social Analysis Guidelines for NELSAP projects submitted • • JMP Stakeholder Database • ENTRO Social Assessment Manual in progress, regional training modules for ENTRO staff and ENSAP National Coordinators completed • Input to finalization of the (1) CRA of the Watershed Management Project, (2) the Fast Track EN Watershed Projects in Egypt, Ethiopia and Sudan (3) Regional Power Trade; (4) Flood Project, for which reconnaissance field visit was undertaken • Provided support to SVPPs on project-specific social development issues (DSS of the WRPMP: support at the Inception Phase of the DSS with regard to stakeholder mapping and consultations; RPTP: assumed responsibility for mapping and analysis of energy/power sector stakeholders as a sub-assignment within the global mapping and 	

	Targets		Results Achieved	Gaps left and Reasons
			analysis of NBI secondary stakeholders carried out by CBSI) <ul style="list-style-type: none"> • 3 Capacity Building workshops on social development aspects(NBI, NELSAP, ENTRO) 	

Annex 4

Key Project Results (*contribution to the NBI vision*)

Note: all outputs may not contribute to the listed areas hence could be left empty where it is not applicable

	Results Achieved	Contribution to NBI cooperation including convergence of frameworks & policies	Contribution to joint investments and other cooperative actions	Contribution to NBI & country capacity
Project Impact				
Outcome 1				
Output 1.1				
Output 1.2				
Outcome 2				
Output 2.1				
Output 2.2				

Annex 5

Type	List of Outputs	Importance	Proposed Methodology	Responsibility	Timeframe
Networks and Goodwill	Project Steering Committee (PSC) – 18 members (2 from each NBI country)	Communication and Stakeholder involvement experts. Good links for NBI and external organizations in the region.	As necessary retain and involve PSC members in ISP study cycles.	Head SPM/ ISP Component 4	Life of ISP/NBI
	National Project Coordinators (NPCs) 9 (1 from each NBI country)	Have valuable knowledge of NBI and CBSI	NPCs are Resource persons at national level		
	Elders Forum	Important in sustaining NBI's visibility in the countries	Consult key members of Elders forum on NBI decisions. Especially the planning and implementation of SAP projects through Nile-SEC and SAPs	ED/SAP leaders	Life of NBI
	Network of Lawyers (national Bar Associations)	Established organization of lawyers in all the NBI countries.	Consultation forum on legal issues. For Nile-SEC and SAPs	ED/Head of Component 4/SAPs	Life of NBI
	Transboundary Networks initiated through the Confidence Building Drawdown Fund.	Consultation groups/sounding platform on planning of transboundary projects.	Engage in river basin projects planning committees by SAPs	SAP Managers	Life of SAPs
	National Parliamentarians Forum	Important group in soliciting political good will for NBI.	Platform for Regional dialogue. Useful group in the consultations on CFA.	ISP Component 4.	LIFE OF NBI
	Nile Media Network	Resources to NBI for information dissemination and outreach in the basin and beyond.	Keep active through the National Chapters by NBI National Offices/Nile-SEC and SAPs	Communication Team/National NBI offices/SAPs	Life of NBI.
	National Consultants	Resources to NBI to provide consultancy services as necessary			
	Project Regional professional Staff (7)	Resource persons for NBI	Retain by NBI as necessary, and maintain contact with those leaving		

ANNEX 6

LIST OF REVIEWS AND EVALUATIONS MADE

Review/Evaluation	When	Key Recommendations
World Bank TTL	October 2004	Orientation of RPM and review of PAD
World Bank TTL	June 2005	Inception of NELSAP workshop on social issues on hydropower projects.
World Bank TTL	January 2006	Focus activities of Stakeholders Involvement on Transboundary Issues.
World Bank Mid Term Review Mission	March 12-22, 2007	<ul style="list-style-type: none"> - Project on course - Prioritize National Activities.
World Bank Implementation Review Mission	July 2008	Streamline Communication
World Bank Implementation Review Mission	July 6 – 9, 2009	Beep up Corporate communication
World Bank Implementation Review Mission	October 2009	Sustainability of National Functions

ANNEX 12

CBSI PROJECT STAFF

	Name of staff	Position	Station
Professional Staff			
1.	Gordon Mumbo	Regional Project Manger	PMU, Uganda
2.	Salah E. Shazali	Lead specialist (left before end of project)	PMU, Uganda
3.	Wubalem A. Fekade	Lead specialist	ENTRO, Ethiopia
4.	Emerita Mugorewicyeza	Lead specialist	NELSAP-CU, Rwanda
5.	Kifukiau Mabanzilla	Development Communication Officer (left and replaced Ms. Ndombe as NPC DRC, and again left before end of project)	NELSAP-CU, Rwanda
6.	Hisham Abdel Rahman	Development Communication Officer	ENTRO, Ethiopia
7.	Dennis Barandemaje	National Project Coordinator	Burundi
8.	Henriette Ndombe	National Project Coordinator (left to become NBI ED)	D R Congo
9.		National Project Coordinator	D R Congo
10.	Hesham Mostafa Ali	National Project Coordinator	Egypt
11.	Tesfaye Woldemihret	National Project Coordinator	Ethiopia
12.	Jaqueline Anam Mogeni	National Project Coordinator	Kenya
13.	Emmanuel Makuza Rugumire	National Project Coordinator	Rwanda
14.	Osman Yousif Ibrahim	National Project Coordinator	Sudan
15.	Raymond Mariki Reginald	National Project Coordinator	Tanzania
16.	Jane Nabunnya	National Project Coordinator	Uganda
PMU Support Staff			
17.	Edith Mbonye	Admin & Procurement Officer	PMU, Uganda
18.	Callist Habaasa	Finance Officer (left before end of project)	PMU Uganda
19.	Peter Nabende	Finance Officer	PMU, Uganda
20.	Beth Kyarayende	Administrative Assistant (left before end of project)	PMU, Uganda
21.	Loretta Mbabazi	Administrative Assistant	PMU, Uganda
22.	Crispino Mugabi	Driver (left before end of project)	PMU, Uganda

	Name of staff	Position	Station
23.	Christopher Abesirwe	Driver	PMU,Uganda
Country Support Staff			
24.	Blaise Pascal Kijabukwa	Driver	Burundi
25.	Mwadilu Timotee	Driver	D R Congo
26.	Tamrat Asmamaw	Driver (left before end of project)	Ethiopia
27.		Driver	
28.	Jackson Lumpenbe	Driver (left before end of project)	Kenya
29.		Driver	Kenya
30.	Rukara Eiphraim Elyzeus	Driver	Rwanda
31.	Samir Osman Mohamed	Driver	Sudan
32.	Kennedy J.C. Jibbo	Driver	Tanzania
33.	Sam Ngati Timbiti	Driver (Left before end of project)	Uganda
34.	John Baptist Byaruhanga	Driver	Uganda

CONSULTANTS INVOLVED

	Name of Consultant	Consultancy	Country
1.	Dr. Florence Nangendo	Stakeholder Mapping and Analysis	Uganda
2.	Ms. Lydia Mirembe	Public Opinion Survey	Uganda
3.	Dr. Connie Muma	Public Opinion Survey	Kenya
4.	Deo Binamungu	Public Opinion Survey	Tanzania
5.	Prof. Inonda Mwanje	Social Scientist	Kenya
6.	Charles Nditije	Opinion Survey	Burundi
7.	Noha Elghar	Opinion Survey	Egypt
8.	B. Musibono	Stakeholder Mapping	DR Congo

PROJECT STEERING COMMITTEE

	Name of PSC Member	Position	Country
1.	Mr. Sinankwakure Fabien		Burundi
2.	Ms. Habonimana Solange		Burundi
3.	Mr. Ramazani Mulanda	Broadcaster	DR Congo
4.	Ms. Dyna Masika		DR Congo
5.	Mr. Khaled Waseef		Egypt

	Name of PSC Member	Position	Country
6.	Prof. Mona Gamal Eldein		Egypt
7.	Ms. Lakech Haile		Ethiopia
8.	Mr. Feleke Tadele	Civil Society PSC Member	Ethiopia
9.	Ms. Mose Orare		Kenya
10.	Ms. Debrah Anyango Okumu	Civil Society PSC Member	Kenya
11.	Ms. Getrude Majyambere	Civil Society PSC Member	Rwanda
12.	Ms. Albertine Uwimana	PSC Member	Rwanda
13.	Mr. Yusto Muchuruza	Civil Society PSC Member	Tanzania
14.	Ms. Tumaini Mwamyalla	PSC Member	Tanzania
15.	Mr. Alier B.N Oka	Civil Society PSC Member	Sudan
16.	Mr. Al- Nageeb Adam Gamedin	PSC Member	Sudan
17.	Mr. Kagole Kivumbi	Chairperson CBSI PSC	Uganda
18.	Professor Jassy Kwesiga	Civil Society PSC Member	Uganda
19.	Dr. Callist Tindimugaya	PSC TAC Representative	Uganda

Annex 13

Category	Description	Serial number	Date of purchase	Funding source	Purchase value				Current Value	Asset location		Tag number	Condition of asset	Suggested method of disposal	Suggested destination	
					Original cost		Ex Rate	USD value		Unit: PM U/ NP C/ ..	Country select				select from drop down menu	Unit
select from drop down menu	insert	insert	insert dd-mm-yy	insert	Cost	Currency										
Furniture	Visitors Chairs 332 - Fabric with Arm rests	n/a	30/11/2004	NBT F	119,000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/010B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs 332 - Fabric with Arm rests	n/a	30/11/2004	NBT F	119,000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/011B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs 332 - Fabric with Arm rests	n/a	30/11/2004	NBT F	119,000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/008B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs 332 - Fabric with Arm rests	n/a	30/11/2004	NBT F	119,000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/009B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Chair high back OA 6311	n/a	30/11/2004	NBT F	252,000	UGX	1,710.00	147.37	73.68	PM U	Uganda	NBI/CBSI/013B	Good	Transfer	Nile SEC	Uganda
Furniture	Bookshelves GE 841	n/a	30/11/2004	NBT F	403,000	UGX	1,710.00	235.67	117.84	PM U	Uganda	NBI/CBSI/015B	Good	Transfer	Nile SEC	Uganda
Furniture	Storage Cabinet with base GEW 808	n/a	30/11/2004	NBT F	285,000	UGX	1,710.00	166.67	83.33	PM U	Uganda	NBI/CBSI/009B	Good	Transfer	Nile SEC	Uganda
Furniture	Storage Cabinet with base GEW 808	n/a	30/11/2004	NBT F	285,000	UGX	1,710.00	166.67	83.33	PM U	Uganda	NBI/CBSI/009B	Good	Transfer	Nile SEC	Uganda
Furniture	Office desk (main desk) GE 180	n/a	30/11/2004	NBT F	1,189,000	UGX	1,710.00	695.32	347.66	PM U	Uganda	NBI/CBSI/017B	Good	Transfer	Nile SEC	Uganda
Furniture	Computer end of desk		30/11/2004	NBT F		UGX			0.00	PM U	Uganda	NBI/CBSI/018B	Good	Transfer	Nile SEC	Uganda
Furniture	Meeting Round Table GE 1200	n/a	30/11/2004	NBT F	459,000	UGX	1,710.00	268.42	134.21	PM U	Uganda	NBI/CBSI/019B	Good	Transfer	Nile SEC	Uganda
		n/a														

Furniture	Office Desk BE 180	n/a	30/11/2004	NBT F	916.000	UGX	1,710.00	535.67	267.84	PM U	Uganda	NBI/CBSI/001B	Good	Transfer	Nile SEC	Uganda
	Office Desk BE 180	n/a								PM U	Uganda	NBI/CBSI/001B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Desk BE 180	n/a	30/11/2004	NBT F	916.000	UGX	1,710.00	535.67	267.84	PM U	Uganda	NBI/CBSI/050B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Desk BE 180	n/a	30/11/2004	NBT F	916.000	UGX	1,710.00	535.67	267.84	PM U	Uganda	NBI/CBSI/022B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Desk BE 180	n/a	30/11/2004	NBT F	816.000	UGX	1,710.00	477.19	238.60	PM U	Uganda	NBI/CBSI/027B	Good	Transfer	Nile SEC	Uganda
Furniture	Bookshlef	n/a	30/11/2004	NBT F	178.000	UGX	1,710.00	104.09	52.05	PM U	Uganda	NBI/CBSI/057B	Good	Transfer	Nile SEC	Uganda
Furniture	Bookshlef	n/a	30/11/2004	NBT F	178.000	UGX	1,710.00	104.09	52.05	PM U	Uganda	NBI/CBSI/057B	Good	Transfer	Nile SEC	Uganda
Furniture	Bookshlef	n/a	30/11/2004	NBT F	178.000	UGX	1,710.00	104.09	52.05	PM U	Uganda	NBI/CBSI/003B	Good	Transfer	Nile SEC	Uganda
Furniture	Bookshlef	n/a	31/11/2004	NBT F	178.000	UGX	1,710.00	104.09	52.05	PM U	Uganda	NBI/CBSI/004B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Chair high back	n/a	31/09/2007	NBT F	700.000	UGX	1,820.00	384.62		PM U	Uganda	NBI/CBSI/058B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Chair high back	n/a	31/11/2004	NBT F	252.000	UGX	1,710.00	147.37	73.68	PM U	Uganda	NBI/CBSI/051B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Chair high back	n/a	31/11/2004	NBT F	252.000	UGX	1,710.00	147.37	73.68	PM U	Uganda	NBI/CBSI/005B	Good	Transfer	Nile SEC	Uganda
Furniture	Office Chair high back	n/a	31/09/2007	NBT F	350.000	UGX	1,676.00	208.83		PM U	Uganda	NBI/CBSI/004B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs	n/a	31/11/2004	NBT F	119.000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/029B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs	n/a	31/11/2004	NBT F	119.000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/007B	Good	Transfer	Nile SEC	Uganda
Furniture	Visitors Chairs	n/a	31/11/2004	NBT F	119.000	UGX	1,710.00	69.59	34.80	PM U	Uganda	NBI/CBSI/012B	Good	Transfer	Nile SEC	Uganda
Equipment	Sony with a docking station	3-268-388-01	06/04/2007	NBT F	3,631.270	USD	1,730.00	2,099	1,499	PM U	Uganda		Good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer	29R7077	04/10/2004	NBT F	3,733.200	USD	1,700.00	2,196	627	PM U	Uganda	NBI/CBSI/051A	Good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer	N99-LNR-IH05-1	04/10/2004	NBT F	3,733.200	USD	1,700.00	2,196	627	PM U	Uganda	NBI/CBSI/058A	Good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer	29R7077	04/10/2004	NBT F	3,733.200	USD	1,700.00	2,196	627	PM U	Uganda	NBI/CBSI/044A	Good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer	R33B65	04/10/2004	NBT F	3,733.200	USD	1,700.00	2,196	627	PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer with a docking station	0144-549-555-891144549555891	04/06/2009	NBT F	3,487.500	USD	2,250.00	1,550	1,550	PM U	Uganda	NBI/CBSI/LAP/003A	Very good	Transfer	Nile SEC	Uganda
Equipment	IBM thnik pad laptop computer with a docking station	00144-549-555-728	04/06/2009	NBT F	3,487.500	USD	2,250.00	1,550	1,550	PM U	Uganda	NBI/CBSI/LAP/002A	Very good	Transfer	Nile SEC	Uganda

Equipment	IBM think pad laptop computer with a docking station	00144-549-555-995	04/06/2009	NBT F	3,487.50	USD	2,250.00	1,550	1,550	PM U	Uganda	NBI/CBSI/LAP/001A	Very good	Transfer	Nile SEC	Uganda
Equipment	Printer	CNKJP13571	12/03/2008	NBT F	1,104,320	USD	1,972.00	560.00	480	PM U	Uganda	NBI/CBSI/042A	Good	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop - Monitor	CCN-086 64180-788-OXWI	20/07/2007	NBT F	1,720.00	USD	1,665.00	1,033	738	PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	CPU	J4TWZ2J		NBT F		USD				PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	UPS	884003-6A		NBT F		USD				PM U	Uganda	NBI/CBSI/053A	Good	Transfer	Nile SEC	Uganda
Equipment	Keyboard			NBT F		USD				PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	Printer Office Jet 6313-(3 in one -scanner/fax/copier)	B94Z1017-F	20/07/2007	NBT F	780,000.00	USD	1,665	468	335	PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	Printer	CNFW5/CH46	18/07/2007	NBT F	975,240	USD	1,806	540	386	PM U	Uganda	NBI/CBSI/024A	Good	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop-Monitor	CN-OU493-46633-53A-OFJL	18/05/2005	NBT F	1,350,000.00	USD	1,775	761	326	PM U	Uganda	NBI/CBSI/012A	Good	Transfer	Nile SEC	Uganda
Equipment	CPU	BX 3CL1J		NBT F		USD				PM U	Uganda	NBI/CBSI/014A	Good	Transfer	Nile SEC	Uganda
Equipment	UPS	20110860408		NBT F		USD				PM U	Uganda	NBI/CBSI/015A	Good	Transfer	Nile SEC	Uganda
Equipment	Keyboard			NBT F		USD				PM U	Uganda	NBI/CBSI/013A	Good	Transfer	Nile SEC	Uganda
Equipment	Printer HP LaseJet 1320	CNGW54NG7R	20/07/2007	NBT F	899,100	USD	1,665	540	386	PM U	Uganda	NBI/CBSI/059A	Good	Transfer	Nile SEC	Uganda
Equipment	Colour Printer -HP Lase Jet 3550	CNCR418586	31/11/2004	NBT F	3,762,000	USD	1,710	2,200	629	PM U	Uganda	NBI/CBSI/059A	Good	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop- CPU	JV3CLIJ	18/07/2006	NBT F	1,149,375	USD	1,875	613	350	PM U	Uganda	NBI/CBSI/002A	Good	Transfer	Nile SEC	Uganda
Equipment	Keyboard		18/07/2006	NBT F		USD				PM U	Uganda	NBI/CBSI/021A	Good	Transfer	Nile SEC	Uganda
Equipment	Monitor	CN/044931/46633/521/FIM	18/07/2006	NBT F		USD				PM U	Uganda	NBI/CBSI/002A	Good	Transfer	Nile SEC	Uganda
Equipment	Printer HP LaseJet 1320	CNMKS84494	18/07/2006	NBT F	787,500	USD	1,875	420	240	PM U	Uganda	NBI/CBSI/043A	Good	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop	7XG6H71	18/05/2005	NBT F	1,680,000.00	USD	1,775	946	406	PM U	Uganda	NBI/CBSI/053A	Fair	Transfer	Nile SEC	Uganda
Equipment	Monitor	CN-OU4931-46633-53B-OA3L	18/05/2005							PM U	Uganda	NBI/CBSI/020A	Fair	Transfer	Nile SEC	Uganda
Equipment	Keyboard	CN-OW7630-37172-51X-025J	18/05/2005							PM U	Uganda	NBI/CBSI/008A	Fair	Transfer	Nile SEC	Uganda
Equipment	UPS	20099450408	18/05/2005							PM U	Uganda	NBI/CBSI/005A	Fair	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop-CPU	00045-571-636-485	18/05/2005	NBT F	1,680,000.00	USD	1,775	946	406	PM U	Uganda	NBI/CBSI/040A	Fair	Transfer	Nile SEC	Uganda
Equipment	UPS	20104480408	18/05/2005								Uganda	NBI/CBSI/023A	Fair	Transfer	Nile SEC	Uganda

Equipment	Keyboard	CN OW7630-3717251K002T	18/05/2005								Uganda	NBI/CBSI/003A	Fair	Transfer	Nile SEC	Uganda
Equipment	Dell Desktop-CPU	00045-563-559-546	18/05/2005	NBT F	1,680,000.00	USD	1,775	946	406	PM U	Uganda	NBI/CBSI/009A	Fair	Transfer	Nile SEC	Uganda
Equipment	Monitor	CN-OF5035-64180-57D-08JK	18/05/2005								Uganda	NBI/CBSI/020A	Damaged	Transfer	Nile SEC	Uganda
Equipment	Keyboard	CN-OF5035-64180-57D-26JK	18/05/2005								Uganda	NBI/CBSI/053A	Fair	Transfer	Nile SEC	Uganda
Equipment	Desk Scanner - Big	CN51ST0148	31/11/2004	NBT F	1,523,200.00	USD	1,710	891	255	PM U	Uganda	NBI/CBSI/018A	Good	Transfer	Nile SEC	Uganda
Equipment	Portable Scanners	UZK321473	18/07/2006	NBT F	680,000.00	USD	1,875	363	207	PM U	Uganda	NBI/CBSI/046A	Very good	Transfer	Nile SEC	Uganda
Equipment	Portable Scanners	UZK321423	18/07/2006	NBT F	680,000.00	USD	1,875	363	207	PM U	Uganda	NBI/CBSI/047A	Very good	Transfer	Nile SEC	Uganda
Equipment	Portable Scanners	UZK321422	18/07/2006	NBT F	680,000.00	USD	1,875	363	207	PM U	Uganda	NBI/CBSI/048A	Very good	Transfer	Nile SEC	Uganda
Equipment	Portable Scanners	UZK321306	18/07/2006	NBT F	680,000.00	USD	1,875	363	207	PM U	Uganda	NBI/CBSI/049A	Very good	Transfer	Nile SEC	Uganda
Equipment	Safe Box	SN 0608075	18/08/2007	NBT F	2,100,000.00	USD	1,665	1,261	901	PM U	Uganda	NBI/CBSI/052A	Good	Transfer	Nile SEC	Uganda
Equipment	Canon Photocopier	IR 3570	31/11/2004	NBT F	4,500,000.00	USD	1,710	4,500	1,286	PM U	Uganda	NBI/CBSI/052A	Poor	Transfer	Nile SEC	Uganda
Vehicle	Toyota Corrola 4 door saloon car		2004	NBT F	22,794,212	USD	1,666	13,682	6,841	PM U	Uganda	CD 116 03U	Good	Transfer	Nile SEC	Uganda
Vehicle	Toyota Fortuner 4 wheel driver		2007	NBT F	49,700,000	USD	1,775	28,000	22,400	PM U	Uganda	CD 116 02U	Good	Transfer	Nile SEC	Uganda
Property	Cel Phones	353763010297170	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	353763010297287	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	353763010296990	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	353763010297253	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	353763010297204	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	35376301029	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda
Property	Cel Phones	35376301029	15/06/2009	NBT F	864,406.00	USD	2,250	384	384	PM U	Uganda	CD 116 02U	Good	Sale	Nile SEC	Uganda

Burundi

Description	Serial number	Funding source	Original Cost	Currency	Ex-rate	USD Value	Location		Tag number	Condition of asset	Destination	
Acer Aspire 300 Laptop	LXA55054825471AE72EM01	NBTF	2,380,000.00	BIF	994.00	2,394.37	NPC office	Burundi	NBI/CBSI/BDI/001	Good	NBI focal point office	Burundi
Printer/Scanner/Photocopy HP Officejet 5610	CN614DF89R	NBTF	580,000.00	BIF	994.00	583.50	NPC office	Burundi	NBI/CBSI/BDI/002	Good	NBI focal point office	Burundi
Printer HP Laser Jet 1022	CN644H1V	NBTF	480,000.00	BIF	994.00	482.90	NPC office	Burundi	NBI/CBSI/BDI/003	Good	NBI focal point office	Burundi
Mercury Desk top computer oriesand accessories	W90095-89A2270-00259H	NBTF	345,000.00	BIF	1,225.00	281.63	NPC office	Burundi	NBI/CBSI/BDI/004	Good	NBI focal point office	Burundi
NPC Executive Chair	NA	NBTF	217,949.00	BIF	994.00	219.26	NPC office	Burundi	NBI/CBSI/BDI/006	Good	NBI focal point office	Burundi
NPC Executive Table	NA	NBTF	704,274.00	BIF	994.00	708.53	NPC office	Burundi	NBI/CBSI/BDI/004	Good	NBI focal point office	Burundi
4 Guest Chair	NA	NBTF	324,784.00	BIF	994.00	326.74	NPC office	Burundi	NBI/CBSI/BDI/007-1-4	Good	NBI focal point office	Burundi
3 Shelves	NA	NBTF	811,966.00	BIF	994.00	816.87	NPC office	Burundi	NBI/CBSI/BDI/009-1-3	Good	NBI focal point office	Burundi
2 Filling Cabinet	NA	NBTF	615,384.00	BIF	994.00	619.10	NPC office	Burundi	NBI/CBSI/BDI/008-1-2	Good	NBI focal point office	Burundi
Table ovale	NA	NBTF	188,034.00	BIF	994.00	189.17	NPC office	Burundi	NBI/CBSI/BDI/005	Good	NBI focal point office	Burundi
25 chairs for meeting Room	NA	NBTF	1,882,500.00	BIF	1,225.00	1,536.73	NPC office	Burundi	NBI/CBSI/BDI/10-1 to 25	Good	NBI focal point office	Burundi
3 tables for meeting room	NA	NBTF	768,615.00	BIF	1,225.00	627.44	NPC office	Burundi	NBI/CBSI/BDI/11-1 to 3	Good	NBI focal point office	Burundi
shelf(3 pieces)	NA	NBTF	875,004.00	BIF	1,225.00	714.29	NPC office	Burundi	NBI/CBSI/BDI/12-1 to 3	Good	NBI focal point office	Burundi
Salon Ministre: 3 divans	NA	NBTF	1,450,000.00	BIF	1,225.00	1,183.67	NPC office	Burundi	NBI/CBSI/BDI/10-1 to 3	Good	NBI focal point office	Burundi
Small table	NA	NBTF	1,880,034.00	BIF	1,225.00	1,534.72	NPC office	Burundi	NBI/CBSI/BDI/11-4	Good	NBI focal point office	Burundi

Photo Camera ,Sonny	2585997	NBTF	970,000.00	UGX	1,920.00	505.21	NPC office	Burundi	NBI/CBSI/BDI/006	Good	NBI focal point office	Burundi
LCD Projector Model VPL-C57	2025120	NBTF	3,800,000.00	UGX	1,730.00	2,196.53	NPC office	Burundi	NBI/CBSI/BDI/006	Good	NBI focal point office	Burundi
Toyota Hilux 4X4 Pick Up Double Cabin	AHTK22G703001125	NBTF	25,490.00	USD	1.00	25,490.00	NPC office	Burundi	IT 9697 / ONU 322	Good	NBI focal point office	Burundi
						40,410.67						

CBSI Assets located at the National Project Coordinators' Office, DR Congo

Category	Description	Serial number	Funding source	Original Cost	Currency	Ex Rate	USD value	Location		Tag number	Condition of asset	Destination	
Equipment	Laptop / HP Intel		NBTF	1,050	USD	N/A	1,050	NPC Office	DR Congo	CBSI/DRC/010/ELT	Not good	NPC office	DR Congo
Equipment	Laptop / Dell Vistro		NBTF	1,250	USD	N/A	1,250	NPC Office	DR Congo	CBSI/DRC/015/ELT	New	NPC office	DR Congo
Equipment	Printer / HR RSC 1410		NBTF	210	USD	N/A	210	NPC Office	DR Congo	CBSI/DRC/012/EPH	Good	NPC office	DR Congo
Equipment	Printer-Laser Jet 1320		NBTF	475	USD	N/A	475	NPC Office	DR Congo	CBSI/DRC/11/EPL	Good	NPC office	DR Congo
Equipment	LCD Projector		NBTF	3,800,000	UGX	1,730.00	2,197	NPC Office	DR Congo	CBSI/DRC/014/ELCD	Good	NPC office	DR Congo
Equipment	Megapas standard Com		NBTF	250	USD	N/A	250	NPC Office	DR Congo	CBSI/DRC/016/EERS	Good	NPC office	DR Congo
Equipment	Portable telephone NOKIA 6021		NBTF	195	USD	N/A	195	NPC Office	DR Congo	CBSI/DRC/009/EP	Good	NPC office	DR Congo
Furniture	Office Desks: 1.6M		NBTF	700	USD	N/A	700	NPC Office	DR Congo	CBSI/DRC/002/F	Good	NPC office	DR Congo
Furniture	Office Chairs		NBTF	500	USD	N/A	500	NPC Office	DR Congo	CBSI/DRC/003/F	Good	NPC office	DR Congo
Furniture	3 Visitors Chair		NBTF	400	USD	N/A	400	NPC Office	DR Congo	CBSI/DRC/004/F	Good	NPC office	DR Congo
Furniture	Book shelf		NBTF	650	USD	N/A	650	NPC Office	DR Congo	CBSI/DRC/007/F	Good	NPC office	DR Congo
Furniture	Filing cabinet		NBTF	500	USD	N/A	500	NPC Office	DR Congo	CBSI/DRC/006/F	Good	NPC office	DR Congo
Vehicle	Hilux Double Cabin Toyota Pick up		NBTF	25,491	USD	N/A	25,491	NPC Office	DR Congo	CBSI/DRC/003/F	Good	NPC office	DR Congo
Total Cost							33,868						

CBSI Assets located at the National Project Coordinators' Office, Egypt

Category	Description	Serial number	Funding source	Original Cost	Currency	Ex Rate	USD value	Asset location		Tag number	Condition of asset	Destination	
Equipment	HP Laser Jet	CNCJ146371; Model 3050	NBTF	2,150.00	EGP	5.74	374.56	NPC office	Egypt	NBI/CBSI/EQ/001	Good	National Office	Egypt
Equipment	Digital Camera - DCS D200		NBTF	2,900.00	EGP	5.74	505.23	NPC office	Egypt	NBI/CBSI/EQ/001	Good	National Office	Egypt
Equipment	Lap Top: IBM T43	26R9948	NBTF	11,200.00	EGP	5.74	1,951.22	NPC office	Egypt	NBI/CBSI/EQ/001	Good	National Office	Egypt
Equipment	Air Condition- Union Air Window		NBTF	2,300.00	EGP	5.74	400.70	NPC office	Egypt	NBI/CBSI/EQ/001	Good	MWRI	Egypt
Furniture	Desk - Mdel Madreed		NBTF	5,450.00	EGP	5.74	949.48	NPC office	Egypt	NBI/CBSI/FUR/001	Good	National Office	Egypt
Furniture	Chair (high) - Model Polo		NBTF	690.00	EGP	5.74	120.21	NPC office	Egypt	NBI/CBSI/FUR/002	Good	National Office	Egypt
Furniture	2 chairs (medium)- Model Polo		NBTF	860.00	EGP	5.74	149.83	NPC office	Egypt	NBI/CBSI/FUR/003	Good	National Office	Egypt
Furniture	3 chairs - Chestfield		NBTF	3,795.00	EGP	5.74	661.15	NPC office	Egypt	NBI/CBSI/FUR/004	Good	National Office	Egypt
Furniture	Kerdanza R203 -4 doors 120*170 cms		NBTF	3,245.00	EGP	5.74	565.33	NPC office	Egypt	NBI/CBSI/FUR/005	Good	National Office	Egypt
Furniture	Table - 55 * 55 cm		NBTF	630.00	EGP	5.74	109.76	NPC office	Egypt	NBI/CBSI/FUR/006	Good	National Office	Egypt
Furniture	Curtains		NBTF	825.00	EGP	5.74	143.73	NPC office	Egypt	NBI/CBSI/FUR/007	Good	MWRI	Egypt
Furniture	Carpet		NBTF	470.00	EGP	5.74	81.88	NPC office	Egypt	NBI/CBSI/FUR/008	Good	MWRI	Egypt
Property	Telephone line		NBTF	950.00	EGP	5.74	165.51	NPC office	Egypt	NBI/CBSI/FUR/009	Good	MWRI	Egypt
	Total Cost						6,178.57						

CBSI Assets located at the National Project Coordinators' Office, Ethiopia

Category	Description	Serial number	Funding source	Original cost	Currency	Ex Rate	USD value	Location		Tag number	Condition of asset	Destination	
Equipment	Dell Optiplex GX 620 Desk top	GX6203.2GHZ	NBTF	11,840.00	ETB	8.69	1,362.49	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/001	Good	MoWR	Ethiopia
	Computer												
Equipment	Dell Optiplex GX 520 Desk top	820GD2Z	NBTF	9,652.17	ETB	8.70	1,109.44	MoWR	Ethiopia		Good	MoWR	Ethiopia
	Computer									NBI/CBSI/EQ/ETH/002			
Equipment	hp Laserjet Printer 4250	CNHXM76982	NBTF	11,845.00	ETB	8.71	1,359.93	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/003	Good	MoWR	Ethiopia
	hp Laserjet Printer 2420	628GOS	NBTF	5,900.00	ETB	8.69	678.94	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/004	Good	MoWR	Ethiopia

Equipment	Toshiba Laptop											MoWR	
	SATELLITEON70-258	25347717K	NBTF	16,470.00	ETB	8.69	1,895.28	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/005	Good		Ethiopia
Equipment	Canon Photocopy Machine iR2016J	MCT06460	NBTF	16,400.00	ETB	8.70	1,885.06	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/006	Good	MoWR	Ethiopia
Equipment	HP Scan Jet 8200	4BNT0103	NBTF	5,950.00	ETB	8.70	683.91	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/007	Good	MoWR	Ethiopia
Equipment	UPS Back-up 750VA Mercury	DG PASSED06	NBTF	2,120.00	ETB	8.70	243.68	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/008	Good	MoWR	Ethiopia
Equipment	HP Color Laser Jet Printer 2600n	GJ68QQGZ	NBTF	4,600.00	ETB	8.70	528.74	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/009	Good	MoWR	Ethiopia
Equipment	Canon Fax Machine L100	SUF35015	NBTF	3,000.00	ETB	8.70	344.83	MoWR	Ethiopia	NBI/CBSI/EQ/ETH/010	Good	MoWR	Ethiopia
Equipment	Cisco 2956 Lan Switch Hardware							MoWR	Ethiopia	NBI/CBSI/EQ/ETH/011	Good	MoWR	Ethiopia
	accessories		NBTF	10,000.00	ETB	8.70	1,149.43						
Equipment	Sony DSC-S 780 Digital Camera												
			NBTF	3,304.34	ETB	8.70	379.81	MoWR	Ethiopia		Good	MoWR	Ethiopia
Equipment	Sony DCR-HC48E Digital Handy												
	Cam Vidio Camera		NBTF	6,700.00	ETB	8.7	770.11	MoWR	Ethiopia	CBSI/EQ/ETH/012		MoWR	
Furniture	Imported high quality wooden computer tablewith fixed key board tray TST-CT800C	-						MoWR	Ethiopia	NBI/CBSI/FUR/ETH/001	Good		
			NBTF	855.00	ETB	8.69	98.39					MoWR	Ethiopia
Furniture	Imported high wooden quality standard table W/out drawer with cable passage TST-ST1500C							MoWR	Ethiopia		Good		Ethiopia
			NBTF	1,150.00	ETB	8.69	132.34			NBI/CBSI/FUR/ETH/002		MoWR	
Furniture	Imported high quality wooden connector without stand. Col.Black TST-RCBT90B1	-						MowR	Ethiopia	NBI/CBSI/FUR/ETH/003	Good		Ethiopia
			NBTF	408.00	ETB	8.69	46.95					MoWR	
Furniture	Imported high quality wooden lockable fixed pedestal with 3 Drawers. Col. Cheery TSD-FP403C	-											
			NBTF	630.00	ETB	8.69	72.50	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/004	Good	MoWR	Ethiopia
Furniture	Imported high quality fabric guest/ conference chair with out arm rest with metal leg. Col.Brawn TSC-SO700A10	-											
								MoWR	Ethiopia	NBI/CBSI/FUR/ETH/006	Good		Ethiopia
			NBTF	1,596.00	ETB	8.69	183.66			NBI/CBSI/FUR/ETH/007			
										NBI/CBSI/FUR/ETH/008		MoWR	
Furniture	High-back swivel arm chair	-	NBTF	1,201.75	ETB	8.69	138.29	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008		MoWR	

	(M/Brawn) 45-401										Good		Ethiopia
Furniture	Oval conference table wooden SP-211	-	NBTF	1,710.00	ETB	8.69	196.78	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	High book shelf with two glass & two wooden doors (charry) SP-209	-	NBTF	2,075.75	ETB	8.69	238.87	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Metal filling cabinet with four drawers & central locking system ST/106/A	-	NBTF	1,805.00	ETB	8.69	207.71	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Cash safe fire proof 100 kg SF-045	-	NBTF	3,500.00	ETB	8.69	402.76	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Imported High Wooden quality Standard table w/out drawer with cable passage col. Cheery TS-ST1500/Cheery	-	NBTF	1,036.00	ETB	8.81	117.59	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Imported High Quality Wooden connector without stand. Col.Black TS-RCNT90/Black	-	NBTF	367.20	ETB	8.81	41.68	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Imported High Quality Wooden Computer Table with fixed key board tray TS-CT800/Cheery	-	NBTF	769.50	ETB	8.81	87.34	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Imported High Quality Wooden Lockable Mobile Pedestal with 3 Drawers TS-MP503/Cheery	-	NBTF	747.00	ETB	8.81	84.79	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia
Furniture	Imported High Quality Medium back chair with arm-with five castor wheels padded and covered with quality fabric, hydraulic lift system, Swivel CMF-Z-5E532	-	NBTF	695.65	ETB	8.70	79.96	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Bad / Broken	MoWR	Ethiopia
Furniture	Imported hgh quality File Cabinet with four Drawers, Wooden made with central locking system	-	NBTF	1,304.35	ETB	8.70	149.93	MoWR	Ethiopia	NBI/CBSI/FUR/ETH/008	Good	MoWR	Ethiopia

	FC4-FC-04												
Vehicle	Toyota Double Cabin Pick Up LAN25L-PRMDEW	-	NBTF	37,539.22	USD	1.00	37,539.22	MoWR	Ethiopia	UN 0093	Good	MoWR	Ethiopia
	Total Value						52,210.39						

CBSI Assets located at the National Project Coordinators' Office, Kenya

Category	Description	Serial number	Funding source	Original Cost	Currency	Ex Rate	USD value	Location		Tag number	Condition of asset	Destination	
Furniture	A brown round table		NBTF	10,000.00	Ksh	71.61	139.65	Min of Water	Kenya	NBI/CBSI/FUR/KEN/001	Good	Min of Water	Kenya
Equipment	A Ramton Microwave	GR06030056	NBTF	6,500.00	Ksh	71.61	90.77	Min of Water	Kenya	NBI/CBSI/FUR/KEN/002	Good	Min of Water	Kenya
Equipment	An LG Hoover	Pin No. 3850F12487Z	NBTF	7,500.00	Ksh	72.51	103.43	Min of Water	Kenya	NBI/CBSI/FUR/KEN/003	Good	Min of Water	Kenya
Equipment	Hp Pavilion Laptop	3CF830507T	NBTF	95,000.00	Ksh	72.51	1,310.16	Min of Water	Kenya	NBI/CBSI/EQ/KEN/004	Good	Min of Water	Kenya
Vehicle	Toyota Hilux Double, Double Cabin	Engine / Chassis no.33118-0K010	NBTF	25,490.63	USD	1.00	25,490.63	Min of Water	Kenya	40UN511K	Good	Min of Water	Kenya
Furniture	Bookshelf		NBTF	20,000.00	Ksh	72.51	275.82	Min of Water	Kenya	NBI/CBSI/FUR/KEN/005	Good	Min of Water	Kenya
Equipment	HP Laser jet 3055 - Printer, Fax, Copier,	CNCJ 131698	NBTF	56,000.00	Ksh	72.51	772.31	Min of Water	Kenya	NBI/CBSI/EQ/KEN/001	Good	Min of Water	Kenya
Furniture	Five Black Visitors		NBTF	50,000.00	Ksh	72.51	689.56	Min of Water	Kenya	NBI/CBSI/FUR/KEN/006	Good	Min of Water	Kenya
Furniture	Executive Chair		NBTF	37,500.00	Ksh	72.51	517.17	Min of Water	Kenya	NBI/CBSI/FUR/KEN/007	Good	Min of Water	Kenya
Equipment	Deskjet Colour Printer 5943	CN56T10W4	NBTF	10,000.00	Ksh	72.51	137.91	Min of Water	Kenya	NBI/CBSI/EQ/KEN/002	Good	Min of Water	Kenya
Equipment	Metal Box Red Petty cash safe		NBTF	2,500.00	Ksh	72.51	34.48	Min of Water	Kenya	NBI/CBSI/EQ/KEN/003	Good	Min of Water	Kenya
Equipment	Popote Wireless Phone	P21G3002562	NBTF	2,300.00	Ksh	71.61	32.12	Min of Water	Kenya	NBI/CBSI/EQ/KEN/004	Good	Min of Water	Kenya
Equipment	KangarooDP-700 Paper Punch		NBTF	1,500.00	Ksh	71.61	20.95	Min of Water	Kenya	NBI/CBSI/EQ/KEN/005	Good	Min of Water	Kenya
Total Cost				324,290.63	Ksh		29,614.96						

CBSI Assets located at the National Project Coordinators' Office, Rwanda

Category	Description	Serial number	Funding source	Original Cost		Currency	Ex Rate	USD value		Location	Tag number	Condition of asset	Destination
Vehicle	Toyota Hilux	AHTFK22G-603000970	NBTF	25,491	USD	1.00	25,490.63	NELSAP	Rwanda	IT 734 RB	Excellent	NELSAP	Rwanda

	Double Cabin												
Equipment	Laptop LENOVO IBM	2005/3000 C100	NBTF	1,292,600	RWF	550.00	2,350.18	NELSAP	Rwanda	NBI/CBSI/RW/EQ/001	Bad		Rwanda
Equipment	Printer/Scanner HP Color Inkjet		NBTF	224,800	RWF	550.00	408.73	NELSAP	Rwanda	NBI/CBSI/RW/EQ/002	Good	National Office	Rwanda
Equipment	Printer HP Laser Jet		NBTF	350,000	RWF	550.00	636.36	NELSAP	Rwanda	NBI/CBSI/RW/EQ/003	Good	National Office	Rwanda
Furniture	Executive Table - 1 Pc		NBTF	300,000	RWF	550.00	545.45	NELSAP	Rwanda	NBI/CBSI/RW/EQ/004	Excellent	National Office	Rwanda
Furniture	Highback Fabric Chair		NBTF	300,000	RWF	550.00	545.45	NELSAP	Rwanda	NBI/CBSI/RW/FUR/001	Excellent	National Office	Rwanda
Furniture	Guest Chair Fabric		NBTF	60,000	RWF	550.00	109.09	NELSAP	Rwanda	NBI/CBSI/RW/FUR/002	Excellent	National Office	Rwanda
Furniture	Guest Chair Fabric		NBTF	60,000	RWF	550.00	109.09	NELSAP	Rwanda	NBI/CBSI/RW/FUR/003	Good	National Office	Rwanda
Furniture	Filling cabinet		NBTF	60,000	RWF	550.00	109.09	NELSAP	Rwanda	NBI/CBSI/RW/FUR/004	Good	National Office	Rwanda
Furniture	Filling cabinet		NBTF	240,000	RWF	550.00	436.36	NELSAP	Rwanda	NBI/CBSI/RW/FUR/006	Good	National Office	Rwanda
Furniture	Book Shelf		NBTF	150,000	RWF	550.00	272.73	NELSAP	Rwanda	NBI/CBSI/RW/FUR/007	Damaged	National Office	Rwanda
Furniture	Book Shelf		NBTF	150,000	RWF	550.00	272.73	NELSAP	Rwanda	NBI/CBSI/RW/FUR/008	Good	NELSAP	Rwanda
Equipment	HP Laptop	H530FFUT2600W512Xe10Aa	NBTF	770,000	RWF	520.00	1,480.77	NELSAP	Rwanda	NBI/CBSI/RW/FUR/009	Good	NELSAP	Rwanda
	Total Cost						32,766.67						

CBSI Assets located at the National Project Coordinators' Office, Sudan

Category	Description	Serial number	Funding source	Original Cost	Currency	Ex Rate	USD value	Asset location		Tag number	Condition of asset	Destination	
Equipment	HP Compaq Notebook	CNU54720DB	NBTF	620,000	SD	221.80	2,795	NPC office	Sudan	CBSI/SD/EQ/06/4/1	Out of order	NBI focal point office	Sudan
Equipment	Docking Station (Port Replicator - EURO)	CNU537XGBH	NBTF					NPC office	Sudan	CBSI/SD/EQ/06/4/2	Good	NBI focal point office	Sudan
Equipment	HP office jet 6213 All-in-One	CN5CMEG154	NBTF	170,000	SD	221.80	766	NPC office	Sudan	CBSI/SD/EQ/06/4/3	Good	NBI focal point office	Sudan

Equipment	Sony Digital Camera – DSC-P200	26130039	NBTF	140,000	SD	221.80	631	NPC office	Sudan	CBSI/SD/EQ/06/4/4	Out of order	NBI focal point office	Sudan
Equipment	HUAWEI ETS 1001 Terminal – Canar	06D2D2BF	NBTF	15,400	SD	221.80	69	NPC office	Sudan	CBSI/SD/EQ/06/6/5	Good	NBI focal point office	Sudan
Equipment	Panasonic Telephone KX-TSC17BX-W	KX-TSC17BX-W 100106	NBTF	7,000	SD	221.80	32	NPC office	Sudan	CBSI/SD/EQ/06/6/6	Good	NBI focal point office	Sudan
Furniture	Executive office Desk	NA	NBTF	70,000	SD	218.00	321	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Furniture	Executive office Chair	NA	NBTF	25,000	SD	218.00	115	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Broken Down		
Furniture	2 Guest Chair	NA	NBTF	30,000	SD	218.00	138	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Broken Down		
Furniture	Shelves	NA	NBTF	50,000	SD	218.00	229	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Furniture	Filling Cabinet	NA	NBTF	40,000	SD	218.00	183	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Furniture	Coffee Table	NA	NBTF	7,000	SD	218.00	32	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Furniture	Cork Notice Board 60x90	NA	NBTF	7,630	SD	218.00	35	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Furniture	White Board 60x90	NA	NBTF	9,810	SD	218.00	45	NPC office	Sudan	CBSI/SD/EQ/06/4/6	Good	NBI focal point office	Sudan
Vehicle	Toyota Hilux 4X4 Pick Up Duple Cabin	V.I.N # AHTFK22G203001260	NBTF	25,491	USD	1.00	25,491	NPC office	Sudan	UN Plat No. 74/2	Good	NBI f point office	Sudan
Equipment	2 Dell 630 Notebook		NBTF	3,500	SDG	2.04	1,716	NBI F point office	Sudan	CBSI/SD/EQ/07/12/7/1&2	Good	NBI f point office	Sudan
Equipment	HP Scanner		NBTF	300	SDG	2.04	147	NBI F point office	Sudan	CBSI/SD/EQ/07/12/7/3	Good	NBI f point office	Sudan
Equipment	Extenal HD 80GB		NBTF	200	SDG	2.04	98	NBI F point office	Sudan	CBSI/SD/EQ/07/12/7/4	Good	NBI f point office	Sudan
Equipment	Dell Latitude E5500 Notebook	159-494-496-67	NBTF	2,530	SDG	2.36	1,072	NPC office	Sudan	CBSI/SD/EQ/06/4/7	Good	NBI f point office	Sudan
Total Cost							33,916						

CBSI Assets located at the National Project Coordinators' Office, Tanzania

Category	Description	Serial number	Funding source	Original cost	Currency	Ex Rate	USD value	Asset location		Tag number	Condition of asset	Suggested destination	
Vehicle	Toyota Hilux D/Cabin	AHTFK22G-103003162	NBTF	25,491	USD	1,188.00	25,491	NPC	Tanzania	DFP 3925	Good	NBI NO	Tanzania
Equipment	IBM Laptop T43 & Docking station	L3-BA666/62P4551	NBTF	2,970	USD	1.00	2,970	NPC	Tanzania	NBI/CBSI/TZ/EQ/001/002	Not working		
Equipment	Printer HP Colour Laser Jet 2600n	50621-01232	NBTF	400	USD	1.00	400	NPC	Tanzania	NBI/CBSI/TZ/EQ/003	Good	NBI NO	Tanzania
Equipment	Fax/Scanner/Copier - HP Laser Jet 3050	CNCJ043407	NBTF	500	USD	1.00	500	NPC	Tanzania	NBI/CBSI/TZ/EQ/004	Good	NBI NO	Tanzania
Furniture	Executive Table		NBTF	625,000	TZS	1,267.00	493	NPC	Tanzania	NBI/CBSI/TZ/FUR/001	Good	NBI NO	Tanzania
Furniture	Executive Chair - Leather		NBTF	495,833	TZS	1,267.00	391	NPC	Tanzania	NBI/CBSI/TZ/FUR/002	Broken		
Furniture	Guest Chair -Leather		NBTF	104,166	TZS	1,267.00	82	NPC	Tanzania	NBI/CBSI/TZ/FUR/003	Good	NBI NO	Tanzania
Furniture	Guest Chair -Leather		NBTF	104,166	TZS	1,267.00	82	NPC	Tanzania	NBI/CBSI/TZ/FUR/004	Good	NBI NO	Tanzania
Furniture	Guest Chair -Leather		NBTF	104,166	TZS	1,267.00	82	NPC	Tanzania	NBI/CBSI/TZ/FUR/005	Good	NBI NO	Tanzania
Furniture	Guest Chair -Leather		NBTF	104,166	TZS	1,267.00	82	NPC	Tanzania	NBI/CBSI/TZ/FUR/006	Good	NBI NO	Tanzania
Furniture	Filling cabinet		NBTF	375,000	TZS	1,267.00	296	NPC	Tanzania	NBI/CBSI/TZ/FUR/007	Good	NBI NO	Tanzania
Furniture	Filling cabinet		NBTF	375,000	TZS	1,267.00	296	NPC	Tanzania	NBI/CBSI/TZ/FUR/008	Good	NBI NO	Tanzania
Furniture	Book Shelve		NBTF	310,416	TZS	1,267.00	245	NPC	Tanzania	NBI/CBSI/TZ/FUR/009	Good	NBI NO	Tanzania
Furniture	Book Shelve		NBTF	294,166	TZS	1,267.00	232	NPC	Tanzania	NBI/CBSI/TZ/FUR/010	Good	NBI NO	Tanzania
Furniture	Book Shelve		NBTF	198,333	TZS	1,267.00	157	NPC	Tanzania	NBI/CBSI/TZ/FUR/011	Good	NBI NO	Tanzania
Total Cost							31,800						

CBSI Assets located at the National Project Coordinators' Office, Uganda

Category	Description	Serial number	Funding source	Original cost	Currency	Ex Rate	USD value	Asset location		Tag number	Condition of asset	Destination	
Equipment	IBM Laptop, T43	2686M7U	NBTF	3,263,400	UGX	1,813.00	1,800	NPC's Office	Uganda	NBI/CBSI/054A	Not Good	NBI National Office	Uganda
Equipment	HP Laserjet 1320n Printer	CNHW573H89	NBTF	761,460	UGX	1,813.00	420	NPC's Office	Uganda	NBI/CBSI/055A	Good	NBI National Office	Uganda

Vehicle	Toyota Hilux Double Cabin, Model	AHTFK22G803003028	NBTF	25,491	USD	1.00	25,490	CBSI Uganda	Uganda	UAA 770N	Good	NBI National Office	Uganda
Equipment	Sharp AM400 Photocopier	050589-11	NBTF	3,000,000	UGX	1,813.00	1,655	CBSI Uganda	Uganda	NBI/CBSI/056A	Not working	NBI National Office	Uganda
Furniture	REXEL File Cabinet		NBTF	350,000	UGX	1,825.00	192	CBSI Uganda	Uganda	NBI/CBSI/060B	Good	NBI National Office	Uganda
Furniture	Office Swivel Chair		NBTF	200,000	UGX	1,825.00	110	CBSI Uganda	Uganda	NBI/CBSI/064B	Good	NBI National Office	Uganda
Furniture	Office Chair		NBTF	130,000	UGX	1,825.00	71	CBSI Uganda	Uganda	NBI/CBSI/062B	Good	NBI National Office	Uganda
Furniture	Office Chair		NBTF	130,000	UGX	1,825.00	71	CBSI Uganda	Uganda	NBI/CBSI/063B	Good	NBI National Office	Uganda
Furniture	Office Cupboard with glass doors		NBTF	480,000	UGX	1,825.00	263	CBSI Uganda	Uganda	NBI/CBSI/065B	Good	NBI National Office	Uganda
Furniture	Office Desk		NBTF	420,000	UGX	1,825.00	230	CBSI Uganda	Uganda	NBI/CBSI/061B	Good	NBI National Office	Uganda
Equipment	SONY 3LCD	2025123	NBTF	3,800,000	UGX	1,730.00	2,197	CBSI Uganda	Uganda	NBI/CBSI/057A	Good	NBI National Office	Uganda
Equipment	SONY Digital Still Camera	2585969, Model Number DSC-W35	NBTF	970,000	UGX	1,920.00	505	CBSI Uganda	Uganda		Good	NBI National Office	Uganda
Total Cost							33,003						

